

PRINTERS'

Registered U. S. Patent Office
A JOURNAL FOR ADVERTISERS
185 Madison Avenue, New York City



VOL. CXL, No. 12

NEW YORK, SEPTEMBER 22, 1927

10c A COPY

B. A. I. S. 1916 with N. W. Ayer & Son



New Selves for Old

IN SCRANTON, PA., the birthplace of correspondence school training, is the well-spring of an influence that reaches out a little refreshment to wistful lives in every part of the world—an organization selling new selves to women . . . a pleasure to last while beauty lasts.

It is the Woman's Institute of Domestic Arts and Sciences. Its product is a course in the making of beautiful clothes. Its salesman is the printed word. But the advertising sells more than raiment. It sells new selves. The gay, courageous selves these new clothes help create—the winsome selves—the radiant, reliant selves—selves breathless at the moment of discovering an unexpected loveliness.

The Institute stories are strung on the poignant yearnings that underrun most lives—the hunger that aches for a little favor from the world . . . or there are clear mirror-like reflections of the newer selves realized. Always the advertising is eager, and full of the spirit of youth.

Interest? In the eleven years of its existence the Woman's Institute has received 3,000,000 inquiries about its courses. From the four quarters of the earth they come, Australia, Alaska, the British Isles, Cape Town—and, of course, from every state in the Union.

N. W. AYER & SON

ADVERTISING HEADQUARTERS, PHILADELPHIA

NEW YORK

BOSTON

CHICAGO

SAN FRANCISCO



Copies or "Coverage"?

The Standard Farm Papers are non-duplicating, non-competing mediums, each covering a separate and distinct field—together 1,500,000 SEPARATE farm homes.

Moreover each paper has a special meaning and interest to its readers, because it is edited for a definite specific group of farm homes, and serves them by personal contact as well as by letter and in the editorial columns.

When you use the Standard Farm Papers you are sure of reaching the *number* of homes represented by the *total* circulation—1,500,000.

When you use a group of duplicating mediums *competing* in the attempt to interest alike the farmer in Maine, the farmer in Texas, the Dairy Farmer, the Breeder and all other kinds of farmers, you buy a *large volume* of copies, yes—but how much *coverage*?

Several copies in thousands of homes but the question is, *how many homes?*

With these Standard Farm Papers you get focused local prestige and selling power where it counts most

The Prairie Farmer	The Nebraska Farmer
The Wisconsin Agriculturist	The Breeder's Gazette
The American Agriculturist	The Farmer, St. Paul
The Progressive Farmer	Wallaces' Farmer
Hoard's Dairyman	

THE STANDARD FARM PAPERS

WALLACE O. RICHARDSON, Gen'l Manager

Chicago

New York

Courtney D. Freeman, Western Mgr.
307 North Michigan Ave.

Willard R. Downing, Eastern Mgr.
230 Park Ave.

San Francisco, Kohl Bldg.

PRINTERS' INK

Registered U. S. Patent Office

Issued weekly. Subscription \$3.00 per year. Printers' Ink Publishing Co., Inc., Publishers, 185 Madison Avenue, New York, N. Y. Entered as second-class matter June 29, 1893, at the post office at New York, N. Y., under the Act of March 3, 1879.

VOL. CXL

NEW YORK, SEPTEMBER 22, 1927

No. 12

What Should the Salesman Know about His Product?

There Is a Way of Discovering the Facts Which Have Value in the Sales Presentation

By H. G. Kenagy

Director of Training, Armour and Company

WHAT should the salesman know about his product? The most common answer has been: "All there is to know." A much better answer, though it needs explanation, is: "Just enough to enable him to do a good job of selling." If that seems to beg the question, it can be phrased as follows: The product information which the salesman needs is the information which the more successful salesmen use in selling. The amount and kind of information varies, of course, with the personality and working habits of the individual salesman, but, by and large, good salesmen develop through experience the facts about their products which have real sales value.

Just how different this slant at the subject is from that of the sales manager who repeatedly declaims to his salesmen: "You can't know too much about your product," may not be apparent. In some cases there may be little difference. We are assured, at any rate, that the sales engineer selling a highly technical product must know all that the designing, operating and testing engineers know, and then know how to sell besides. Yet the American Radiator Company, for example, employs very few graduate engineers as salesmen. Many of its best salesmen are former clerks or floormen in their branch offices.

As a matter of fact, we cannot

ask salesmen to learn all there is to know about a product, because there is no absolute limit to the amount of this knowledge. Take a comparatively simple article such as a cake of laundry soap. Complete product knowledge would include all there is to know about oils and fats, the chemical formulae involved in soap manufacture, all operating processes, costs, etc. The salesman who sells to laundries and industrial users may need some of this information, but the man who calls on retailers can use very little of it and would probably be handicapped by having his head full of it.

There are many facts about every product which obviously have no value in the sales presentation. Several companies have learned this to their sorrow and at great cost. One washing machine manufacturer, whose sales were not mounting as he thought they should, placed the blame on the lack of product knowledge possessed by his salesmen. He arranged to have all salesmen come to the factory for thorough training. He put them in overalls and routed them, over a period of six months, through every step in the manufacturing process. They learned why certain materials were used instead of others. They studied the motors and found out why they could be depended upon to perform under usual conditions. They learned to

assemble the machine and repair it. In fact, they became expert washing machine mechanics. Then they returned to their sales work. The sales volume, which had been fair, fell away sharply and continued at a much lower level than ever before. An outside agency, called in to diagnose the trouble, found that the salesmen were spending their time demonstrating intricate mechanical features to housewives whose only interest was in a better way to wash clothes.

Automobile salesmen, in the not far distant past, thought they needed to be auto mechanics and have full knowledge of the engineering features of the cars they sold. They discoursed at length on cylinder bore, bearings, carburetion, machining of fitted parts, etc., to prospects who did not know a cam shaft from a spark plug and didn't care. Nowadays, though knowledge of automobile construction is many times greater generally than it was, automobile salesmen refer to mechanical features only to prove some point regarding easy riding, economy of operation, reliability, or some other selling point in which the prospect is interested.

At this point in the discussion it might be argued that the fault in selling has not been too much product knowledge but the way in which that knowledge has been used. Why not give salesmen complete product information, but teach them how to use it? Analyze the product's sales points from the standpoint of the prospect, and then use the product knowledge to build up the sales talk on each point. The salesman will then use such facts as he may need, drawing on his complete store as he needs additional support. He will use certain facts to get attention, others to arouse desire, and others to secure conviction and close the sale.

WHAT FACTS ARE USEFUL?

Theoretically, there is only one objection to this approach to the problem. Since we cannot tell in advance what facts will be useful, the salesman may fill his head full of facts which he can never

employ. We may say that the possession of complete information gives him confidence, but confidence is better developed by being able to make sales. How much better for the salesman to know well those things which experience has demonstrated to be practically useful in selling.

From a practical, pragmatic point of view, we must agree that the salesman needs only such information as he can use to advantage in selling. Just what this information is can only be determined from experiment or from the experience of successful salesmen. We cannot assume, of course, that even the best salesman in any force is perfect in his use of product knowledge, but it is safe to assume that great improvement in sales would result if the lower 50 per cent of any sales force were raised to something like the efficiency of the upper 20 per cent. That is why the practical approach to the problem of what the salesman should know consists in finding out what facts the best salesmen use. As soon as all salesmen are using the best that experience has discovered, it will be time to attack the problem from the theoretical side—analyzing the product to see what information might be useful, or from the experimental side, to try out many new product facts and see which have usefulness.

For the purpose of this discussion, the real problem is: How can we discover what information about the product the successful salesmen use? Many sales managers have faced the similar problem of finding out what selling points or sales tactics their best salesmen use, and have secured information of varying degrees of usefulness. In some cases, salesmen have been asked to write out sales presentations and send them in for analysis. In others, sales managers have sent out lists of selling problems or sales objections and offered prizes for the best solutions taken from actual experience. The material gathered in such fashion has the fundamental weakness of being what the salesman *said* he did and said, rather

THE VOICE OF



VILLAGE AMERICA



Tell it to the HOME OWNERS

YOU can reach over 175,000 families among Christian Herald's total circulation who actually own their own homes. 50% of these people own other property as well.

Home and property owners are the predominating influence in any community.

The wealth and stability of this market makes a campaign in the Christian Herald a logical investment—for the present and for the future.

Christian Herald

Bible House, New York

Graham Patterson, *Publisher*

Paul Maynard, *Advertising Manager*

than what he *actually* did and said. Not that the salesman consciously falsifies; he just isn't able to analyze or record faithfully what his sales methods are.

The only reliable method of getting the real facts which salesmen use is to accompany them at their work and make careful records of what they say. This is not a simple task. In fact, it requires skilled investigators who can carry on their work without disturbing unduly the selling situations or the methods of the salesmen. The investigator can usually pose as one interested in trade conditions, thus explaining his pencil and pad, and, after some preliminary work, he can develop a check list of product points which will enable him to make a tabulation of how often each fact is mentioned. During waiting periods and between calls, time can be found to make rather complete records of the product information used.

The technique of tabulating and using the information thus gathered is important, but cannot be described here. Obviously, the frequency with which facts are used gives one measure of their relative importance. But it is also important to secure a record of the way each fact was stated and the connection in which it was used. In the end, the analysis and compilation should show exactly what product information the best salesmen use and how they use it.

Many technical experts, accompanying salesmen to get field contacts, have been surprised and dumfounded by the brand of product "dope" put out by really successful salesmen. A soap chemist, listening to the sales presentation by one of his salesmen, heard such interesting statements as: "This is a genuine soda ash chip"; "this white soap contains no resin, so it washes clothes whiter"; "yellow soaps hide all sorts of impurities and cheap fillers, but this white soap has no filler—it's all soap"; "the color of (a soap chip) is creamy white, you see, and the flakes have a soft and velvety feel—the very appearance of it suggests purity and mildness. Strong

soap irritates the skin and reddens the hands. Now I will put some on my tongue to prove there is no acid or caustic in it, for if there was, you know it would raise a blister."

Such a mixture of fact and fancy does not appeal to the technical man—he is likely to rave to the sales manager about it—but it is much superior to a sales talk such as the soap chemist himself might have prepared. There is no reason, of course, why a salesman should not stick to the truth, if he knows it. In this particular instance, his company had never supplied any information about its products except the usual platitudes about highest quality, uniformity, etc. The salesman felt the need for some color in his sales talk and he proceeded to supply it. Every good salesman does the same thing.

It is obvious, of course, that we must start somewhere with this business of determining what salesmen should know about their products, and that the start must be on a hit-or-miss basis, largely, even though the approach to the problem may be logical, even psychological. We may make available to our salesmen certain facts which we think are important in selling, or we may supply them with all sorts of information, urging them to absorb it all. But, unless we prescribe and proscribe the facts which our salesmen shall use, we will find our best men sifting out the points which really have sales value, discarding all the rest. It then becomes our clear duty, and opportunity, to collect this residue of successful experience and make it available to all the salesmen on the force.

LIMITING THE SALES TALK

The canned foods specialty salesman can, if he wishes, cram his head full of interesting facts about materials and processes connected with his products. Peanut butter alone offers enough in the way of facts to make possible a lengthy sales talk. But he has numerous other products to sell and cannot take time to tell a long story even

(Continued on page 180)



Nail this for a fact

Modern youth knows its stuff. Here we've caught Barney Scott and Mike Banes pulling their "do it yourself" act. But carpentry isn't their only line. They know their saws and plumb-lines, to be sure, but they're on the move in a thousand and one other ways. They play golf (in golf togs), go to parties (in the soup and fish), eat tons of grub, drive automobiles (and they're critical).

And that's the way it is with 500,000 other near-men readers of THE AMERICAN BOY, 80% of whom are of high school age. Physically they're your equal in everything but years. Their activities are those of men. Their wants are man-size. They consume in adult quantities.

You can sell these half-million fellows anything and everything you sell to their dads. They wear men's clothes. They buy with a sharp eye and with the intelligence of men. All of which comes from a sound knowledge of the best merchandise in every line. To get them on your side, advertise to them in the publication they call their own—THE AMERICAN BOY. 500,000 of them read it from cover to cover . . . every month of the year. Copy received by October 10th will appear in December.

The **American Boy**
 Detroit Michigan

62 years of success in following fickle fashion

NOT long before the Civil War a sturdy Englishman came to Boston. In his native country he had learned the art of knitting.

Fashions in underwear then ran to garments which now seem strange to us. And yet from the very start William Carter seemed to have the intuitive fashion sense which his difficult business required. After a few years he founded the William Carter Company.

From this very small start the present great mills of the modern William Carter Company sprang.

During every one of the sixty-two years of the company's existence its product has followed intelligently and shrewdly every fashion change.

In making superior blends of wool, cotton and, lately, rayon, the fame of William Carter and his sons, William H. Carter and Horace A. Carter, grew nation-wide in the knitting trades. The genius of these men in designing and manufacturing smart and beautiful modern underwear has been complimented by the greatest Parisian Couturiers.

Nor has merchandising skill been neglected.

In 1897—long before direct selling was at all widely considered by the textile industries—the William Carter Company began selling direct to



*The mill which Mr. WILLIAM CARTER, Sr.,
built in 1867 when his business had outgrown
the kitchen of his home in which it started*

the retail trade. In the decade from 1899 to 1909 their business increased more than 600%. Since then their growth has been even more pronounced.

Today no underwear manufacturer can claim so high a standing with the stores in the great cities where fashion has its origin. And it is entirely probable that no other manufacturer in the whole garment field has been so consistently successful in following the shifting vagaries of fashion.

In 1913 the J. WALTER THOMPSON COMPANY was appointed as the advertising agency for the William Carter Company and for fourteen years has served in this capacity.

J. WALTER THOMPSON COMPANY

NEW YORK

CHICAGO

BOSTON

CINCINNATI

SAN FRANCISCO

LONDON

Mr. Moskovics of Stutz on the Advertising of Speed

Why Stutz Believes It Is Justified in Advertising a Car That Can Go Faster Than Eighty Miles per Hour

By F. E. Moskovics

President, Stutz Motor Car Company

PRESUMABLY the article in the September 1 issue of **PRINTERS' INK** entitled: "Danger Ahead—Slow Down Automobile Advertisers," was addressed to me as one of the chief offenders, yet I deny the allegation and will try to impeach the maker. Speed! Speed! Purely as such, speed is really a criminal thing to advertise; criminal because it violates the laws of practically every State. But speed merely as a means to another much more important end is justified. For instance, in our own sales effort we never stress speed without instantly pointing out that the only reason for making a car that can go over eighty miles per hour is to enable the owner to drive forty-five to fifty with the throttle one-third open and the motor not straining or laboring.

It's infinitely more dangerous to everyone concerned to drive a car with a top speed of fifty miles per hour at forty-five miles per hour than it is to drive a car with a top speed of eighty-five miles per hour at sixty miles per hour. Everything is more stressed and strained including the nerves of the driver. The driver's ability to decelerate is less, his ability to steer and handle is less. In other words, the stressed piece of machinery is the dangerous piece of machinery.

The great reserve ability of the properly designed high-speed car makes it much safer for passengers and pedestrians. Naturally, I presume to speak only of well designed cars—cars that have brakes in keeping with their speed capabilities.

Again the driver of a car with a great performance range is in much less danger from the reckless driver than the person driving a low performance car. He does not have to rush madly at hills. He

need not recklessly dash at openings in traffic. He is free from the mad free-for-all races on the road to pass a slower moving vehicle. He is able to flash by quickly, safely. He masters hills and traffic conditions without effort and strain so he is out of the ordinary competition.

In a recent trip of over 5,500 miles covering all the East and West as far as Colorado Springs in two high-speed cars, we had but one real brush on the road. That was due entirely to the fact that when we did want to pass anyone anywhere we did so—cleanly, quickly, without trouble or labor or fuss—that all interest in a race was over.

WHAT A GOOD CAR SHOULD HAVE

Naturally, the manufacturer who builds cars with speed capabilities assumes a decided responsibility. The car should have certain very definite characteristics of handling. First and foremost it should have a very low center of gravity. The lower the better. It should have almost perfect road balance. It should have good clean-acting brakes. It should have some form of non-shattering glass so that in case a rock or anything else breaks the glass, the pieces will not cut the occupants or driver. Given these things, the high-speed car is safer both to passengers and pedestrians than the slower car of yesterday.

To illustrate my meaning, I daresay I can with all modesty claim the Safety Stutz "Challenger" model is the fastest stock car in America—yet one of the greatest insurance organizations in the world is offering a comprehensive policy covering all forms of accident and liability for from 20 to 50 per cent less than on cars of



THE circulation of The Des Moines Register and Tribune literally blankets the territory in which we distribute Atwater Kent radios and Brunswick phonographs and records.

H. Harger Blish
HARGER & BLISH
Des Moines, Iowa

August net paid daily circulation 223,033

the same general class—due entirely to these features of safety in the car. Pardon this personal reference, but I couldn't well illustrate my point otherwise.

Speed, then, is either a poison or a boon—depending on how it is used—but so are thousands of other things—airplanes, shotguns, motor-boats, in fact, it would be hard to name anything that, carried to excess, is not dangerous.

So the real answer is give the owner a car of great performance capacity and great safety, and teach him that the only reason for building that super-performance is to enable him to do the regular performance schedule easily, freely and with an untroubled mind, and he won't tear around killing people right and left. Like Gene Tunney and Dempsey, he knows he is good and will even permit slower cars to pass him, firm in the conviction he can beat them if he desires. But, let there be a doubt in his mind, and he may for the very thrill of it try to measure up.

So again I say let's educate the driver—not legislate—*educate*. The fast car of today is a safer, better car from every standpoint than the slower car of fifteen years ago. It's not speed that hurts. I dare say there are more accidents in the slow-moving, congested areas than in the open places where speed is available. It's simply the fact that there are 25,000,000 motor cars in existence today—let these cars crawl at thirty miles per hour and you will still have the danger to young children if they are not carefully trained by their parents how to cross a street and not to play in the street. Today's life brings new responsibilities, not only to one side of the question, but to both.

The answer is not in the advertising; it is in an awakened public intelligence that will build elevated and restricted roadways to meet the requirements of the age, in safer, more comfortable, more rapid transportation. The motor car has given and is giving more to mankind in that way than any other agency the world has ever seen.

The true danger to America lies not in the accidents which can be

prevented by proper safeguards, but in the sheer possibility of taking so backward a step as slowing down our rate of progress by making the city farther from the country, by making people and places farther apart, because the public prefers to do this instead of meeting the issue fairly and squarely and conquering it as any other purely technical problem has been decided before.

The really great, safe, high-speed car of today, with all the safeguards I have quoted, is safer at its top speed than the cars of fifteen years ago at one-half the rate.

H. A. Barton and C. L. Funnell Join H. K. McCann

Howard A. Barton and Charles L. Funnell have joined the New York staff of The H. K. McCann Company. Mr. Barton formerly was vice-president of The Albert P. Hill Company, Inc., Pittsburgh advertising agency. Mr. Funnell was assistant advertising manager of the Graybar Electric Company, New York.

Harold A. Van Buren has joined the art department of the New York office of The H. K. McCann Company.

Union Tobacco Buys "Melachrino" Cigarettes

The Union Tobacco Company, New York, has bought the Melachrino brand of cigarettes from the American Tobacco Company, also of New York. The Union company was organized a short time ago to serve as a retail outlet for the combined business of the United Cigar Stores Company and the Schulte Retail Stores Company, both of New York.

Hoyt Agency Transfers G. S. Pattillo

Gilbert S. Pattillo, secretary of the Charles W. Hoyt Company, Inc., New York advertising agency, has been transferred from Boston to the New York office of that agency. He will continue as service manager of the New England accounts with which he has been identified.

H. O. Frye with Postum Cereal Company

Howard O. Frye has joined the advertising department of the Postum Cereal Company, New York. He has been with the advertising department of Walter Baker & Company, Ltd., Boston, which was recently acquired by the Postum interests.

MILWAUKEE — First City in Diversity of Industry!

Build Fall Sales in Prosperous Milwaukee

MILWAUKEE industries are operating at a new high record of employment capacity—12.8% above the national average for the first seven months of 1927. Payrolls are up!

Leading all large American cities, Milwaukee building activity increased 16% in volume over 1926 during the same period.

August check transactions, which amounted to \$297,898,993, were 15.5% above the previous five year average for the month. Retail trade in this area increased 2.5% and wholesale trade 1.8% over August 1926.

Record fall sales are in prospect for advertisers here—and only the Journal, read by more than four out every five families in Greater Milwaukee, is needed to thoroughly cover and sell this rich and stable market.

THE MILWAUKEE JOURNAL

FIRST BY MERIT

WISCONSIN—First State in Value of Dairy Products!

What the THE DAILY

Best friends are often our severest critics. The man next door knows us pretty much as we are. It is almost impossible to fool the immediate family.

So when "home folks" and "neighbors" alike approve the character and effectiveness of The Daily News by placing in its columns more advertising than in any other Chicago week-day newspaper, their judgment is important.

Local advertisers prefer The Daily News above every other Chicago week-day newspaper. They are our "home folks." They live within our circulation territory—know the type of newspaper The Daily News is, the class of readers it reaches, the response that advertising in its columns evokes.

Western national advertisers—representing American industry from Pittsburgh to the Pacific—also choose The Daily News above every other Chicago week-day newspaper. And these are our "neighbors."

THE CHICAGO

**Advertising
Representatives :**

NEW YORK
J. B. Woodward
110 E. 42d St.

CHICAGO
Woodward & Loeb
360 N. Michigan St.

MEMBER OF THE NATIONAL ASSOCIATION OF PUBLISHERS

Average Daily Net Paid Circulation for the First Six Months 1927

the NEIGHBORS

s about

DAILY NEWS

their judgment speaks eloquently of the prestige
It is of The Daily News in an ever widening field.

WESTERN NATIONAL ADVERTISING

The Chicago Daily News carried 1,581,021 lines of Western national advertising in the first eight months of 1927; 26,212 lines more than the highest week-day morning paper; 442,765 lines more than the next evening newspaper.

LOCAL ADVERTISING

The Chicago Daily News carried 8,204,737 lines of Local advertising in this period; 2,193,700 lines more than the highest week-day morning newspaper; 2,290,857 lines more than the next evening newspaper.

TOTAL DISPLAY ADVERTISING

The Chicago Daily News carried 10,810,166 lines of total display advertising for this period; 1,821,191 lines more than the highest week-day morning newspaper; 2,909,448 lines more than the next evening newspaper.

There are many evidences that The Daily News is a good newspaper and an effective advertising medium. But none of them is more convincing than the fact that those who know it best value it most.

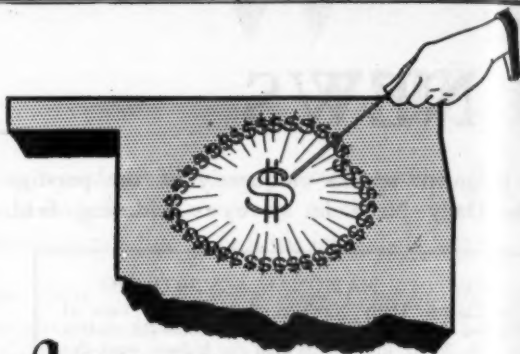
DAILY NEWS

DETROIT
Woodward & Kelly
408 Fine Arts Bldg.
OF AMERICAN CITIES

SAN FRANCISCO
C. Geo. Krogness
253 First National Bank Bldg.

Mon 1927—441,414—95 Per Cent in Chicago and Suburbs

The Oklahoman & Times will sell this Market for You!



A Market Touched by Midas

The Oklahoma City Market persistently stays in the "good business area" according to the unbiased report of Nation's Business. This market spends a million dollars every three weeks for new buildings. Cotton, wheat, corn and feed crops are reported "excellent." Oklahoma City's bank deposits show an increase of more than two million dollars over the same period of time last year. The American-First National Bank alone has deposits of \$44,270,795.75. Within this market is the largest producing oil field in the world—the Seminole-Earlsboro field with a production of more than one-half million barrels daily.

The Oklahoman and Times cover this rich, responsive market that has no preconceived idea of where to buy—instinctively it responds to buying possibilities offered in the Oklahoman and Times. Surely the magic wand of Midas touched this market of incessant wealth.

The DAILY OKLAHOMAN OKLAHOMA CITY TIMES

*Thoroughly and alone
cover the Oklahoma
City Market*



**E. KATZ SPECIAL
ADVERTISING AGENCY**
New York - Chicago - Detroit
Kansas City - Atlanta
San Francisco

I Agree with George Eastman

Advertising Men Will Have to Do Something about This Trouble with the Calendar

By Amos Bradbury

MANUFACTURERS who make things and copy men who write about them will have to get together to discuss the calendar. Things are not what they used to be and probably never will be again. They are advertising sunburn remedies in August when they should have been talking about ear muffs or slickers, and the bathing suit copy, which should have come out just after Labor Day, ran, foolishly enough, when the temperature was around 50 degrees in the middle of July; you know those terrible two weeks when you probably took your vacation.

Some people have already discovered what Julius Caesar, Augustus Caesar, Gregory and other people who monkeyed with the calendar have done to confuse advertising copy. But too many people still think that September is September and July is July. Mr. Knox, the hatter, apparently investigated this calendar mixup and had the good sense to introduce a new straw hat late in August. He and several others have obviously been looking into things, and discovered that a mistake made a couple of thousand years ago has come to plague us in these latter, jazzier days, to fool people about their vacation periods, to annoy hotel keepers, and to make some advertising copy ridiculous. I am glad, in addition to mentioning Mr. Knox, to throw a bouquet in the general direction of the Frostilla Company which is advertising a sunburn remedy for September and October, which months, as nearly as I and a few of my friends can figure, are now the same as July and August used to be when calendars meant something.

You know how it is yourself. You probably spent a couple of weeks at a time you thought was summer sitting around a fireplace in some distant resort talking to other cold and discouraged people,

only to discover that summer actually arrived the week after Labor Day, when, according to popular tradition, everybody is to forget all about vacations and get back to work. It is all wrong and something will have to be done about it.

Another piece of copy which makes me think that George Eastman and myself have another convert is that of the Reo Motor Car Company which talks about "Sailing down September's painted lanes." This company also knows that September, October and November are the best months of the year and that a foolish calendar makes people stop traveling after Labor Day, when by all common sense and the lure of the weather they should be out-of-doors, picnicking under the branches of old elms or watching the way of a lazy river through a peaceful valley.

WHAT STARTED THE INVESTIGATION

The man who started me thinking seriously about this matter of calendar reform is a friend of mine who is in business in a small way for himself. This man, whose name is Michael Piekarski, stopped grinding scissors long enough the other day to tell me that things are all wrong. A second cousin of his wife's from Easton, Pa., who is interested in the movements of the sun and the stars, told him that we had been losing a couple of minutes a year for nineteen hundred years, which had mixed our calendar all up. This advocate of sharper and better scissors merely added corroboration to something which a hotel proprietor in Maine had told me a few weeks ago, so I began to look up the matter.

Immediately I received the elation which comes to all pilgrims who find others on the road, when I found out that George Eastman, who makes cameras up in Roch-

ester, has given a great deal of time, thought and attention to our calendar mistakes and wants to make some changes in our present method.

If any of my by now eager readers want to get a real thrill and have something to talk about more interesting than the questions in the "Ask Me Another" book, let them look up the word calendar on page 987 of the "Encyclopedia Britannica" and read along over as far as page 1002. If by that time the investigator still retains his sanity and his sense of proportion he will agree with George Eastman and myself that something ought to be done about this silly calendar—and quickly too, before we get still further tangled up.

Briefly, and in order to boil down seventeen volumes of deep thought into a couple of paragraphs, let us remind ourselves that the calendar is a method of distributing time into certain periods. We have the Solar Day distinguished by the revolution of the earth and the Solar Year which completes the cycle of the seasons. In early ages when men dug in the fields instead of dashing about in automobiles, the moon was also of great interest to them, so we have the months and the practice of reckoning time also by motions of the moon. Then we have the week which is merely seven days having no reference whatever to celestial motion.

CALENDAR MEDDLERS

When we stop to consider the number of people who have taken part in the business of meddling with the calendar from the early days when it meant something, it is no wonder that we are now all mixed up and that people who sell and advertise are letting their seasons be cut short, are writing the wrong kind of copy and otherwise making mistakes over which they have no control. Let them blame the vanity of Augustus Caesar, for example, who becoming jealous of another month which had more days than the one named after him, stole a day from February,

which had few enough as it was, and added it to August. Way back in those days it was discovered that since the year consisted of 365 days and a fraction and that it was not divisible by twelve, something would have to be done about it and many things were. Some seventeen mistakes were made in trying to take care of this one left-over day and the few minutes that were still left over when the day was taken care of.

What my friend the scissor grinder, the hotel proprietor and other prominent business men have made me discover is that the civil year differs from the true year by eleven minutes and fourteen seconds and that over the period of the years this time has piled up until September is now June or July or something.

When Pope Gregory the Thirteenth tried to fix the calendar he ordered ten days suppressed, for by that time the error in the calendar of Julius had been found to amount to three days every 400 years, but even then the civil year and the Solar Year did not quite agree. According to the best determinations of modern astronomy the Solar Year amounts to 365 days, five hours, forty-eight minutes and forty-six seconds. That has made it pretty hard for the makers of straw hats and automobiles, hotel keepers, hot dog stand proprietors and others to keep pace with things. I won't attempt to give some of the fractions which they are now working on in the present calendar to make things come out right but will respectfully refer you to pages 987 to 1002 of the "Encyclopedia Britannica." The fraction finally gets down to one so long and so complicated that it would drive even Mr. Einstein almost insane.

Now you may wonder what George Eastman and myself and other men who are interested in making things right propose to do about all this. That is rather easy. What we should have is thirteen months of twenty-eight days each. You can multiply that out for yourself and find that it comes to

364. This extra month which Mr. Eastman and I create, we would insert between June and July. The 365th day, cleverly enough, we would insert between Saturday, December 28 and Sunday, January 1 and call it Year Day, with no week day name. Think what a fine thing that would be.

All the other and earlier reformers created a wandering Easter, which cuts down the volume of retail trade at that happy time, and also mixes up manufacturers almost as badly as we are mixed up about the month of September now. Under our new program all months would have exactly four weeks. All months would have the same number of days and every month would end on a Saturday. I am sorry to say that we would put the calendar makers out of business because one fixed monthly calendar on a card would be sufficient. Apologizing to the calendar makers, I point out to them that they must sacrifice themselves in the interest of better business and happier days. Such a plan as ours would lead to a faster turnover in money, with thirteen monthly settlements and that certainly is in line with modern hand-to-mouth buying, quick turnover and better profits for the retailer. Then, too, closing dates for magazines would always fall on the same day of the week, month after month. Pay days would be the same in number each year.

Having made thirteen months of twenty-eight days each in the manner I have suggested, we would then take up this question of holidays falling in months when people can't use them. The two which come in February, for example, would be abolished. Since every month would end on Saturday, we would take the large number of holidays we now have in the year, many of which are sort of silly and out of place, and taking an example from England's bank holidays, would put them all on Mondays. We would divide them up logically at the time of the year when they would do the most good, when it is sunny outdoors and when a man can get out into

the open places without the aid of overshoes, an umbrella and a hot water bottle.

As far as I can discover from careful study of the calendar, most of these holidays ought to come in the months of September, October and November, which are the months our great-great-grandfathers used to call autumn but are now summer. We are all sick of seeing August after August ruined by rain, fog and hail stones. We want a more logical year. We don't want everybody to stop spending money for sporting goods, sport clothing, and tents and other outdoor equipment just because it happens to be after Labor Day, which is an arbitrary date and has no real right to stop people's enjoyment of nature. If more people don't have more leisure to use up things we shall have over-production anyway.

We may have some trouble in changing this calendar. There are many people who still object to daylight saving. As a matter of fact there was a great deal of objection the last time a change was made. Great Britain, for instance, opposed the alteration of the other old calendar for a long time, although they started it on the same day in almost all other parts of Europe. It wasn't until 1750 that an act was passed in England for the adoption of the new calendar.

There are always people who object to any new thing. But I think if all of us get together to back up George Eastman we might work out a far better year of thirteen months, of twenty-eight days each. We may not be able to have it all accomplished by next year but let's start something this summer before New Year's Day.

Roethlisberger Account to Cecil, Warwick & Cecil

Roethlisberger & Company, Inc., New York, has placed its advertising account with Cecil, Warwick & Cecil, advertising agency. Roethlisberger & Company, Inc., is the American branch of the Swiss company of the same name. It imports Tigre Gruyere cheese from the Emmental of Switzerland and also other Swiss, French, Italian and English brands.

Government Begins Distribution Costs Survey

*Washington Bureau
of PRINTERS' INK*

WITH the idea of directing the activities of the Department of Commerce into channels most immediately productive in the field of domestic commerce, a group of fourteen executives with widely diversified interests urged that a study be made of the cost of distribution and marketing and also of all marketing agencies and methods. This group met last May, at the request of Secretary Hoover, and the Domestic Commerce Division has just issued the first of a series of reports on the investigation recommended and urged by the committee.

This report, "Analyzing Wholesale Distribution Costs," by J. W. Millard, points out that, for the most part, studies have been made along the lines of strict accounting practice emphasizing who the money is paid to, but with little emphasis on what the money is paid for in terms of distribution functions. Therefore it was the aim of the preliminary study to present a few examples of what is being accomplished by functional analysis, which is explained by the report as follows:

"Functional analysis is an imposing name for a very simple project. A wholesaler is in turn a buyer, a financing agency, a warehouseman, a selling agency, and an assembler and shipper. The duties in each position have to do with the actual movement of goods from the manufacturer to the retailer. In other words, they represent the functions of a wholesaler. Each of the overhead items of wholesaling cost must be related to these functions if a clear picture of the wholesaler's business is to be procured."

It is also explained that the principal difference to be observed between the costs of manufacturing and distribution is that a far greater portion of distribution costs are represented by overhead items

not easily classified into functional groups. These overhead items have grown in number and complexity with the expansion of business.

For the purposes of the report, the business of a member of the committee, a wholesale hardware jobber, was analyzed. The firm of this member developed a method for assigning costs to products of sixty-two manufacturers representing 71 per cent of the total inventory of the firm. Since the costs were assigned about seven years ago, the success of the procedure has been so marked that it has been extended to the entire stock.

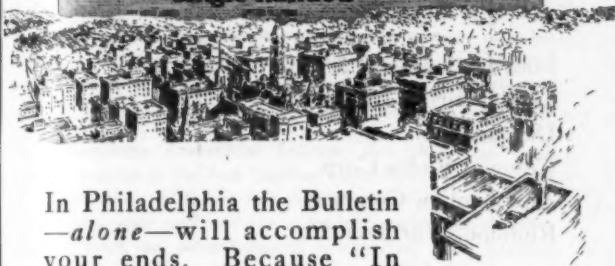
To illustrate how this wholesaler assigned the cost of every process of his business, the report gives detailed figures on the distribution of four typical products—Pyrex, bolts, lawn mowers and nails—and shows these costs, which are nine in number, in relation to the selling prices. All of which, with much other material, is intended to aid distributors in their fundamental aim of selling right products, in the right quantities, to the right people, in the right locations, at a fair profit.

The present report is published in processed form, and is to be followed by a number of others on individual firms in the wholesale field. Although publication in printed form will not be accomplished until the investigation is completed, the Domestic Commerce Division is making an effort to distribute the facts and information as rapidly as possible. Therefore a limited number of copies of Mr. Millard's report are available at the present time, and they may be secured by applying direct to the Domestic Commerce Division.

J. A. Francis, Advertising Manager, Brooklyn "Citizen"

James A. Francis has succeeded P. J. Flannery as advertising manager of the Brooklyn, N. Y., *Citizen*. Mr. Francis was formerly with the New York *World* for many years. He had been New England representative and supervisor of national advertising for the *World*.

Mr. Flannery has been appointed advertising representative in Brooklyn of the New York *Sun*.



In Philadelphia the Bulletin —alone—will accomplish your ends. Because "In Philadelphia nearly everybody reads the Bulletin." In this retail trading area there are nearly 550,000 homes and 3,000,000 food consumers, and the Bulletin averages *546,527 copies! And that's the whole story in a nut shell.

Dominate Philadelphia

Create maximum impression at one cost by concentrating in the newspaper "nearly everybody" reads—

The Evening Bulletin.

PHILADELPHIA'S NEWSPAPER



"The Evening Bulletin is sold on its merits as a newspaper; no prize, premium, coupon, guessing contests, or other methods of artificially stimulating circulation have been used."

New York — 247 Park Avenue (Park-Lexington Building)

Chicago — Verree & Conklin, Inc., 28 East Jackson Boulevard

Detroit — C. L. Weaver, Verree & Conklin, Inc., 321 Lafayette Boulevard

San Francisco — Thomas L. Emory, Verree & Conklin, Inc., 681 Market Street

*Audit Bureau of Circulations' report of net paid daily average circulation for the six months ending March 31, 1927.

(Copyright 1927, Bulletin Company)

Member of Associated Press

RADIO RESULTS

Ludwig Baumann & Co.

Landay Bros., Inc.

Davega, Inc.

Colonial Radio Corp.

The Aeolian Company

Rudolph Wurlitzer Co.

These stores, which with their branches number 27 big volume outlets, have invested more lineage in the Evening Journal than in any other New York morning, evening or Sunday newspaper.

THE NEW YORK EVENING JOURNAL is and always has been supreme in selling home entertainment such as pianos and phonographs. Now this newspaper is producing unusual results in selling radio.



IN THEIR OWN WORDS

We are frank to admit that the constantly increasing sales volume of Landay Bros. for over twenty consecutive years, has been due in no small measure to concentrating a substantial part of our advertising in the New York Evening Journal.

LANDAY BROS., INC.

Our Advertising Committee believes that the New York Evening Journal is the best "pulling" newspaper for all classes of merchandise. It is the fine co-operation that we have received from your staff and the splendid results that we have obtained from our advertisements in the New York Evening Journal that has induced us to give you so much lineage.

DAVEGA.

We are gratified to find that our actual lineage in the Journal, during 1926, was 247,646 lines, an increase of 96,475 agate lines in one year! In 1927 we expect to go over the 300,000 line mark. That will be a 100% increase in the short space of two years!

LUDWIG BAUMANN & CO.

**CIRCULATION FOR SIX MONTHS ENDING
MARCH 31st, 686,740 DAILY NET PAID**

**More circulation than the Evening World
and Sun combined—PLUS 113,816**

NEW YORK EVENING JOURNAL

**Greatest circulation of any evening newspaper in America and a
QUALITY circulation at THREE CENTS a copy daily and
FIVE CENTS a copy Saturday**

13 Hearst Building
Chicago, Ill.

2 COLUMBUS CIRCLE
New York City

General Motors Building
Detroit, Mich.



What's Ford Doing?

Spending \$22,000,000 In Enlarging Plant
to Make 12,000 Cars a Day



This is the answer to the most widely discussed question of the year. Henry Ford is getting ready for the world's greatest automobile production.

He is increasing his factory space by more than 50 acres of new buildings—that is land area; floor space is, of course, much greater—and all this means more people at work in the Detroit area—more money in circulation to buy goods.

Soon the 24-hour day will again be in effect. These facts are taken from a Detroit News interview with Mr. Ford and substantiated by an inspection of the plant; they're not rumors.

With these facts serving you ample notice of what's going to happen in America's fourth market, are you arranging your Detroit advertising schedule effectively?

Remember that this field has always been thoroughly covered by one newspaper—The Detroit News—which today reaches 82% of all English newspaper reading homes—a situation that enables you to employ dominating space in one medium and thus adequately sell the whole market.

The Detroit News

For 54 years Detroit's HOME newspaper

354,000 Sunday Circulation

325,000 Weekday Circulation

Odd Prices and Their Effect on Sales

Their Use Would Appear to Depend on the Merchandise and the Type of Customers Being Appealed To

RECENTLY PRINTERS' INK received an inquiry asking for the following information:

Have you any reference in your files as to the relative popularity of merchandise sold at odd prices, say 13 or 18 cents, as compared with merchandise priced at the standard 5-cent intervals, particularly 10, 15 and 25 cents?

There seems to be a certain evidence that the public is less interested in regular prices than seemed to be the case some years ago, and that an item which now sells at 15 cents might be reduced to 13 or 12 cents, rather than 10 cents, which would be impossible without changing the merchandise, and at the 12 or 13-cent figure would sell as well as at 15 cents.

This is an old problem which can never be satisfactorily answered. The only sensible reply that we can make is: "It depends on the product."

That is exactly what B. H. Badanes said when we asked him about the policy of the Liggett drug stores in regard to odd prices. Mr. Badanes is sales manager of the Louis K. Liggett Company.

He believes that as a general rule odd prices do help in the movement of merchandise. This does not apply, however, to articles retailing at less than 25 cents.

"I don't believe," says Mr. Badanes, "there is any question but what an article priced at 10 cents will find a greater acceptance than one priced at 12 cents or 13 cents. If it is necessary to go above 10 cents, then a 15-cent price will be fully as acceptable as 12 cents or 13 cents. But, of course, it all depends on the product."

Because the Liggett company does not consider the odd price of so much importance on articles selling at small prices, some time ago it systematically advanced all 10-cent and 15-cent items to their full retail price—formerly they had sold at 9, 12 and 13 cents.

On the higher-price items Liggett uses odd prices freely—more than even prices.

Let Mr. Badanes tell of the Liggett policy:

"An odd price is especially effective when it enables the merchant to take it out of a certain level to a lower one. By that I mean that when you establish a 98-cent price for a dollar article, the effect is that you immediately put the article in a class of items selling at less than \$1. The same is true if you should put a \$2.98 price on a \$3 item—it comes, then, in the \$2 class instead of \$3. The effect is even more striking when you establish a price of \$9.95 for a \$10 article. You take it out of the double-figure class and put it in a single-unit dollar class."

"There are certain odd prices which are considered ineffective. This impression may have been gained through long practice, but we believe the theory to be true. For a 25-cent article, we believe that a price of 19 cents is just as good as any price between 15 cents and 19 cents—22 cents and 24 cents are bad prices; if it becomes necessary to go over 19 cents, we choose 21 cents or 23 cents."

"The same is true of 50-cent items—39 cents, 43 cents and 47 cents are the prices we would select, depending naturally upon the cost of the product and the mark-up we desire."

"You will, therefore, notice that we incline toward the odd rather than the even price—67 cents or 69 cents for the 75-cent article. A price of 79 cents is considered perhaps just as good, if not a better, selling price than 75 cents. Also, 89 cents is just as favorable as any price between 79 cents and 89 cents."

"In all the foregoing, of course, we have reference to miscellaneous, sundry items without any definitely established retail price—products which lend themselves to merchandising."

"In the case of high-grade toilet preparations making somewhat of

an exclusive appeal, we consider the odd price of little value, and the same applies to the medicinal field, with the exception of commonly known, highly competitive products such as milk of magnesia, witch hazel and aspirin tablets.

"In the case of our own private formula remedies, with the exception of periodic occasions when we conduct special sales, we maintain full even prices.

"In the case of medicines, our theory is that the customer is first interested in getting the particular product which will most assuredly give relief. If a buyer is satisfied of that fact, he will pay the price. A few cents' reduction or an odd price will not clinch the sale."

FIGURE NINE IS POPULAR

In further discussing the Liggett policy, H. L. Simpson, sales manager of the United Drug Company, which controls the Louis K. Liggett Company, states that Liggett particularly favors a price that ends in nine. For example, a box of candy will sell just as well at 49 cents as it would at 43 cents, if it is a fair value. It will have a much larger sale at 49 cents than it would at 50 cents. Mr. Simpson says: "I have seen examples where a piece of merchandise like stationery was offered at 50 cents and did not prove a good seller. The merchant raised the price to 59 cents and it went over well, the public assuming that it was a cut-price marked down from 75 cents.

"Of course, this odd-price proposition," he adds, "is being worked tremendously hard and how soon the public may wake up to the fact that it doesn't mean much, I don't know."

The J. C. Penney Company feels that the public is less interested in the actual price—whether it be 8 or 9 cents—than in what it gets in the way of quality, style and service for this price. R. L. Whitman, director of advertising, says: "The customer has been going to school for a long time, and is becoming increasingly critical of the values that lie behind the price-tag. Deception in product and policies is getting more and more difficult be-

cause merchandise, whether good or bad, speaks a language that is easily understood by the buying public.

"The J. C. Penney Company never at any time subscribed to the ballyhoo methods of merchandising, now fortunately passing into the discard. The quality of the article we are offering is our first consideration, because quality survives, whether in merchandise or men. The price of the article is made as low as possible, consistent with prevailing market costs, and the denomination is of no particular importance. What he received for his money will remain in the mind of the customer long after the exact price is forgotten."

But the Penney company doesn't want it thought that no attention is paid to pricing. "After the quality of an article has been attended to," Mr. Whitman explains, "after every economy possible in its manufacture and distribution has been practiced, we study the price-marking in order to make it as low as is consistent with our cost; and this we consider of paramount importance—to make it a *permanent* price upon which our customers can rely every day in the week. We do not want a customer to go away from our store with the uneasy feeling that perhaps if she had waited a day or two later her purchase would have been marked 'On Special Sale' at a reduced figure. We want her to have the same fair price as her neighbor—that embodies the essence of our business policy."

B. A. Rowe, director of store operation of the W. T. Grant Company, has the following to say on the subject: "In my opinion, the buyer for a company whose aim is to give the buying public the very greatest values possible for the money, will not be greatly concerned with the odd-price question, primarily due to the fact that the manufacturer has a definite selling price in mind when making the merchandise and, as a rule, allows sufficient leeway in the difference between his cost and the selling price for a satisfactory retail profit.

"On strictly sale merchandise,

"NEWS Exclusive!"

3 years or more

American Appraisal Co.
Armstrong's Linoleum
Beeman's Gum
Borden's Milk
Burgess Batteries
B. V. D. Underwear
Calif. Fruit Growers Exchange
Chicquot Club Ginger Ale
Columbia Phonograph Records
Del Monte Fruits
El Vampiro
Flamingo Chocolate Icing
Florence Oil Stoves
Gastebury Underwear
Ingersoll Watches
Interwoven Socks

Jelke Good Luck Margarine
Kayser's Silk Gloves
Keds
Kellogg's Corn Flakes
Kellogg's Pep
Kraft Cheese Products
Larvex
Lifebuoy Soap
Lux
Maxwell House Coffee
Morton's Salt
Mulkey's Salt
Nebro's Herpicide
Nicholson Files
Old Dutch Cleanser
Orange Squeeze

Philco Batteries
Phoenix Brand Foods
Pillsbury's Flour
Pittsburgh Plate Glass Co.
Post Toasties
Ralston Cereals
R. C. A. Radio
Rinsco
Sacco Fertilizer
Salada Tea
Sunsweet Prunes
Tanglefoot
Tintex
Uskide Soles
Van Heusen Collars
Virginia Sweet Pancake Flour

SUCCESSFUL national advertisers—keen, experienced buyers of space, familiar with the true newspaper conditions in every market throughout the nation—*concentrate* their Indianapolis newspaper advertising in **The NEWS**. . . . Note the many products listed above, all of which have been advertised in **The NEWS** *exclusively* for three years or more.

To anyone familiar with the facts, the reasons are obvious. . . . **The NEWS** has the largest daily circulation in Indiana. **The NEWS** has over 81% coverage of all Indianapolis families. **The NEWS** city circulation is 93% home-delivered to regular subscribers. **The NEWS** is the outstanding leader, year after year, in volume of national, local and classified advertising. **The NEWS** conveys to all its advertisers a prestige—a powerful good will—that can be obtained from no other source.

"**NEWS** exclusive" means more than good results. It means maximum results with minimum advertising cost.



The INDIANAPOLIS NEWS *sells* The Indianapolis Radius

DON. BRIDGE, Advertising Manager

New York: DAN A. CARROLL
110 East 42nd St.

Chicago: J. E. LUTZ
The Tower Bldg.

odd prices are sometimes a novelty if carried through the entire range of sale merchandise, and are appreciated by the buying public because they represent a real saving in price from the recognized normal selling price. Simply to place an odd price on an item to make an extra profit or to make it more attractive from a sales standpoint should be avoided if the real value is not there.

"The general public has grown accustomed to prices of 5, 10, 12½, 15, 19, 50, 69, 75, 89 cents and \$1, and all other prices are more or less superfluous unless placed on items which are obviously of a much higher value than the low odd price asked."

Briefly, the lesson to be drawn from these expressions of opinion is this: Don't lay too much stress on the price. Sell your product for what it is, at what you consider a fair price. Whether that price be odd or even depends upon what the product is, to whom it is to be sold, and the price class in which it belongs.

It all depends on the product.—
[Ed. PRINTERS' INK.]

Wrong Addresses Cause Advertisers Huge Yearly Loss

THE use of poor mailing lists is causing such a great loss each year that postmasters are planning a campaign of interviews with advertisers as an attempt to lessen this waste. A statement recently issued by the Executive Division of the United States Post Office at Brooklyn, N. Y., declared that over \$1,000,000 worth of advertising matter sent through first and second-class mail results in a total loss to the sender because of inaccurate addresses. The greater part of this—\$600,000 worth—is sent first-class.

The Department states that even a larger amount than this was lost in third-class matter, but it can not be estimated because a separate record is not kept of undeliverable third-class mail. This is due to the fact that advertising sent third-

class is not sent to the dead letter office but destroyed as waste matter by postmasters.

Over 12,600,000 letters containing advertising material sent under first-class postage were disposed of as waste by the dead letter office, according to the records of the Post Office Department. More than 50 per cent of all dead letters handled last year contained advertising.

There are two reasons for more than 95 per cent of all these letters being sent to the dead letter office: (1) incorrect addresses, due to the use of old mailing lists, and (2) the use of envelopes without return cards.

It is the opinion of the Post Office officials that "with but few exceptions all sealed letters bearing first-class postage are opened by the recipients, whether or not the envelopes bear the cards of the mailers, and that once opened, the contents will receive the same attention, regardless of the nature of the envelope."

The return of wrongly addressed mail, made possible by using the return card, would prove valuable to advertisers in many ways, according to the statement. It would enable them to correct their lists; the misdirected matter could be used over again; incorrect addresses could be checked with postmasters and corrected, and careless clerks and typists, who send out hundreds of thousands of letters with incomplete addresses, could be checked up.

New Account for Frank Presbrey

The Bard-Parker Company, Inc., New York, manufacturer of the Bard-Parker detachable blade surgical knife, has appointed the Frank Presbrey Company, New York advertising agency, to direct its advertising account. Medical, dental and hospital publications will be used.

M. S. Knight with Erwin, Wasey & Company

Marvin S. Knight has joined Erwin, Wasey & Company, New York. He was formerly vice-president of The Caples Company, Chicago advertising agency, and was at one time with Street & Finney, Inc., New York.

CHAMBERLIN DODDS

Prominent New York Decorator



Says

"In my estimation House & Garden is by all odds the most important publication in its chosen field."

As a matter of fact, interior decorators are practically unanimous in placing House & Garden *first* in its field.

A recent survey among interior decorators showed that 88.6% of them read House & Garden regularly. We will gladly send you a copy of this investigation.

HOUSE & GARDEN

One of the Condé Nast Group

All members of the Audit Bureau of Circulations

Agreed, MR. FAHEY!

... the only kind of circulation which represents honest value is that which goes to self-respecting readers of intelligence, who have resources with which to buy, and who live in the market area where the advertised merchandise is for sale.

JOHN H. FAHEY

former President
U. S. Chamber of Commerce
In a speech before the
Association of National Advertisers.

CINCINNATI

Member Audit Bureau Circulations

CHARLES P. TAFT, Publisher

Eastern Representative:

MARTIN L. MARSH Phone Pennsylvania 0408
24 West 40th St., New York City, N. Y.



AUSPICIOUS indeed are signs like this! When one so important in the business affairs of the nation may sound the warning for those who buy advertising space. A hopeful sign that the essence of sound circulation buying can be recognized by laymen . . . clients! That doubtful values in newspaper promotion can be apparent to those who have an interest in advertising.

Welcome the time when advertisers themselves will question the quality as well as the quantity of circulation. When both dimensions are used in measuring the Cincinnati situation the tremendous lead of the Times-Star is all the more important.

For in the concentrated, prosperous able-to-buy district known as the Cincinnati market, the Times-Star circulation is distributed. Here it wields its powerful influence far greater than any other paper in that city.

Big pre-date editions are sometimes used to build big circulation totals. One Cincinnati paper sends over 65,000 papers pre-dated, running from two to thirty-six pages less than preceding editions over the hills and further away than 100 Miles!

New advertisers particularly, failing to look below the surface might be misled by big circulation figures. Fortunately most analyze the facts. That's why nearly 500 advertisers use the Times-Star exclusively. That's why for years the Times-Star has run millions more lines of advertising in 6 days than any other Cincinnati paper has in seven.

83% of its distribution is where 90% of the Cincinnati buying power lies. It is wholly a Cincinnati paper for Cincinnatians! And where national advertisers follow the lead of the local advertisers as to the strongest paper to use, invariably the choice is the Times-Star for local advertisers overwhelmingly favor the Times-Star.

The best buy for influence with the people who count in the Cincinnati market is the Times-Star. The big market of that territory.

Correction

Our advertisement in Printers' Ink, August 25, 1927 should have given lineage figures as follows:

"DISPLAY LINES IN GROCERY AND FOOD ADVERTISING"

January 1 — July 1, 1927

CINCINNATI TIMES-STAR **659,710 Display Lines**

Chicago Tribune . . .	434,571*	lines
Chicago News	546,864	"
Herald-Examiner . . .	216,288*	"
Chicago American . . .	456,726	"
New York Journal . . .	354,109	"
New York Sun	307,944	"
N. Y. Eve. World . . .	296,784	"
New York Times . . .	92,982*	"

*Seven day papers."

The copy, as it originally appeared, credited the new York Journal with only 254,109 through error.

TIMES-STAR

100,000 Group of American Cities

C. H. REMBOLD, Manager

Western Representatives:

KELLOGG M. PATTERSON Phone Central 5065
904 Union Trust Bldg., Chicago, Illinois

A Family Matter

That is what most purchases are that are made for the home. The logical step before the sale is to manage to get your product talked about in the home.

This is the very thing that our story-booklets accomplish.

Samples on request.

••

CHARLES FRANCIS PRESS

461 Eighth Avenue Telephone Lackawanna 4300

Printing Crafts Building, New York

Do

Some Se

Adver

THE
noon
drawing
The mar
as it m
mour of
A sale
manager
face set
this mar
e woul

Or—

The r
his worl
chair an
to the st
Here w
oring in
man an
helpful
hard day

Which

It dep
frequent
tributes,
together
defeat o

"Yond

hungry

It is

he thin

a pleas

buyers o

any mo

inary i

think th

of an

ame ho

office.

symptom

withdrew

Still he

from th

kitchen.

vandere

"That

stamp

But, s

ad to e

nan wh

from ha

Do Any of Your Salesmen Make These Mistakes?

Some Seemingly Trivial Things That May Swing the Balance to Defeat or Victory

By Horace W. Foster

Advertising Manager, N. Y. Title and Mortgage Co. & American Trust Co.

THE long finger of the afternoon's summer sunshine was drawing patterns on the office floor. The man at the desk watched it as it measured off the last half hour of the business day.

A salesman was announced. The manager stiffened in his chair, his face set. It was his duty to see this man, his expression said, but he would resist any suggestion.

Or—

The manager looked up from his work and settled back in his chair and relaxed. He motioned to the seat beside him and smiled. Here was a visitor who might bring in a valuable suggestion, a man anxious to be of service, a helpful quieting visitor after a hard day.

Which?

It depends on the salesman; and frequently on a combination of attributes, each seemingly trivial, but together swinging the balance to defeat or victory.

"Yond Cassius has a lean and hungry look," wrote Shakespeare.

It is sometimes the absence of the things that rasp which makes a pleasing personality. Probably buyers of advertising space are not any more sensitive than the ordinary individual, but they like to think they are. A story is told of an advertising manager who came home after a lively day in the office. His wife, who knew the symptoms, quieted the children and withdrew discreetly to a corner. Still he fussed; about the noise from the street, the racket in the kitchen. Finally the family kitten wandered into the living-room.

"That's right," said the man, "stamp your feet!"

But, seriously, the buyer who has had to endure the bumptious salesman who arrives armed cap-a-pie, from hat-on-head to muddy shoes,

and leans over the desk, so he can see any letters there, has real sympathy with the kitten-disturbed man in the story.

After all, if a man would be careful about his attire and deportment when making a social call, there is all the greater reason why this should apply to a business-getting visit.

Perhaps the situation could be best resolved into a series of negatives, which a practical experience extending over a decade has impressed on the writer.

Don't start the conversation with "We" or "I." To burst in and exclaim: "We would like to see you in our paper," or "We certainly would like to have you carry our line," evokes an immediate mental negative. Of course you would, or you wouldn't be making this call.

The salesman should know the business of the man on whom he calls, and especially, if he is selling advertising space should know where the prospect's advertising is appearing and what his selling appeal is. A friendly salesman, who makes a real effort to see the manager's viewpoint and bring suggestions, is always welcome. The visitor need not fear appearing presumptuous. The manager does not expect him to know as much about the business as he does, but if one out of six suggestions has value, he is delighted.

One suggestion made by a salesman increased replies from my coupons 50 per cent.

Don't look sloppy. It would seem unnecessary to stress this point, but the salesman's day is long and it is not so hard today to find places to wash up or change a wilted collar. Frayed collars, or spotted, grimy hands and dusty shoes—they all count. It is not

hard, comparatively, to look trim.

Don't over-dress. A well-groomed man's clothes are never noticed. Flashy jewelry, flaming neckties, a cane, spats, yellow gloves, extreme styles of any sort are to be avoided. They distract. Remember that the buyer is likely to be tired and his attention can be easily diverted. Such a method of dressing may suggest the stage, the race track or the country club, and start a train of thought leading far afield. When a salesman finds his prospect's attention is wandering, he has a real problem on his hands. Be unobtrusively correct, is the wise rule for business clothes. You can "knock 'em cold," on the golf links with your ties and hose, but not in business.

Don't squirm. Every personal movement that a salesman makes distracts his prospect. Don't teeter back and forth in the chair, or drum on the table, or wave a vagrant foot; the prospect's eye will follow every motion, and he will have mentally ejected such a visitor long before the interview is actually closed.

A suitably dressed, well-poised, self-contained, reposeful man commands attention anywhere. To a weary buyer, after a hot day, his visit may be as welcome as the cool breeze that precedes a summer shower.

Don't shout. It takes two to make a quarrel. In adjusting an unpleasant situation, the conversation will take the pitch you give it. No one wants to deal with the man who cringes and whines, and the shouter is almost as bad.

"But the Lord was not in the earthquake," says the Bible. There may be occasions where swearing and desk-thumping get results, but I think they are rare.

Don't tell stories. The chances are that the buyer has heard them, anyway, and if he has time enough to listen to anecdotes, he can't be very busy or important. In any case, the salesman is not there to amuse and entertain, but to offer his company's goods in the most effective way. This does not exclude the pleantries of ordinary conversation, but there is a far cry

from a smiling interview and a talk fest that degenerates into "Have you heard this one?"

Don't talk about yourself. The classic definition of a bore is, "The man who talks so much about himself that he does not give you an opportunity to talk about yourself."

There is one advertising manager I know who, when he has a visitor that he must say no to, and hates to do it, has a trick of starting the salesman to talking about himself, in which absorbing topic he becomes so engrossed that he forgets the purpose of his visit.

After all, you are present, from his point of view, with only one proper function: To help him in his business, and your personal affairs have no connection with it, nor is he interested in your health. Irvin Cobb says that a bore is "a man who, when you ask him how he is feeling, tells you."

Don't hang around. When the interview is over and you have sold your prospect, "stand not upon the order of your going, but go at once." If the sale was not made, leave in good season, but with an opening for a return visit. One is reminded of the incident of Mrs. Casey's husband:

"And how did Mike die?" a neighbor asked.

"Most wearyin'," Mrs. Casey replied.

"How's that?"

"The poor man drew his last breath at least forty times."

Don't intrude. Speaking generally, it is worthless to force attention. It can be done, but such attention multiplies sales resistance, and you must be either an extraordinary salesman, or have an extraordinary product—both obviously rare—to make a sale. It is better to await a more favorable opportunity—after a man has had his lunch, for instance. Again speaking generally, it is unwise to try to force an answer from a man who wants time. However, temperaments on both sides of the selling line differ, and only the most guarded generalities apply.

Finally, never stop selling. The general manager of a great New York newspaper is a noteworthy

Year After Year After Year

THE Chicago Evening American started its Radio supremacy in 1922, when it established the first newspaper broadcasting service in Chicago in connection with the famous Westinghouse Electric Station KYW, which it has maintained ever since.

¶ It has proved its Radio audience to be the most responsive in Chicago by consistently printing more Radio advertising than any other Chicago newspaper, daily or Sunday, or daily and Sunday combined.

¶ Not too much to expect from the second largest Evening newspaper circulation in America.

CHICAGO EVENING AMERICAN

A good newspaper

example. A man of fine mind and broad interests, connected with a publication of international reputation and long established position, yet he never stops selling, selling, selling. It is his career, his livelihood, his one absorbing interest.

Ability, experience, enthusiasm—a combination that can't be beat.

Crumrine Company Establishes Branch Offices

The Crumrine Company, Inc., advertising agency, has opened a New York office of which Arthur M. Crumrine, president, is in personal charge. The Columbus, Ohio, office is being continued with Herbert R. Mallette as manager.

The Crumrine company has also established branch offices at Los Angeles and San Francisco, and is opening another branch office at Chicago.

Chain of Candy Shops Being Organized

A national chain of candy stores, to be known as the Dutch Candy Shops, and located in cities of over 50,000 population throughout the United States, is being organized with Toledo, Ohio, as headquarters. W. H. Scott is president. The manager of each shop in the chain, it is reported, will be the actual owner of his store.

R. L. Burdick with Marquis Regan

Rupert L. Burdick has joined Marquis Regan, Incorporated, New York sales counselor, as sales planning and distribution counselor. He was at one time assistant secretary of the Associated Business Papers, and more recently has been with the American Gas Association.

E. J. Ryan with James F. Newcomb & Company, Inc.

Edmund J. Ryan has joined James F. Newcomb & Company, Inc., New York, direct advertising. He was at one time with Lord & Taylor, New York, as sales, merchandising and advertising manager and was, later, engaged in the advertising agency and financial fields.

Appoints Geo. B. David Company

The Lynbrook, N. Y., *Nassau Daily Star*, a new newspaper formed by the consolidation of four Nassau County weekly newspapers, has appointed the Geo. B. David Company, publishers' representative, as advertising representative in Eastern and Western territories.

Advertising Does Create Demand for Specific Products

THE GREEN & VANSANT COMPANY
BALTIMORE

Editor of PRINTERS' INK:

Whether or not Mr. Feland, in his article entitled: "Is Selling An Illusion?" (Aug. 25 issue) is right or wrong in his theory that demand is not created but merely focused, guided and intensified, depends altogether upon whether Mr. Feland is thinking from the standpoint of classes of products or specific products.

For example, ever since houses were first built there has existed a latent demand for a class of devices that would satisfactorily heat those houses. The demand for housing apparatus has not been created through advertising or by salesmanship, but it surely cannot be denied that the demand for products of The American Radiator Company has been created and highly developed by advertising and salesmanship.

Carrying this same point further as American living conditions change, as the price of coal increases, a natural demand develops for a class of heating devices that would satisfactorily supplant coal burning heating apparatus. Then follows the development of satisfactory oil heaters for domestic use, and who will deny that advertising and salesmanship have created and developed specific demand for Oil-O-Matic, Nokas and other brands of oil burners?

To a certain extent there always has existed latent demand for certain classes of products, but advertising and selling have unquestionably assumed and lived up to the responsibility of creating and developing specific demand for specific products in practically any class one might name.

Going back over my own advertising experience in the last twelve years I can recall instance after instance where advertising has been successfully employed in actually creating and developing demand for specific products. Consequently, I cannot altogether agree with Mr. Feland's thesis.

H. K. DUGDALE,
Vice-President.

Big Increase in Earnings of Air-Way Electric Corporation

The Air-Way Electric Appliance Corporation, Toledo, Ohio, Air-Way vacuum cleaners, radios, etc., reports earnings for the twelve months ended August 30, 1926. For the first eight months of 1927, earnings were \$437,699, against \$171,323, during the corresponding period of last year.

Electrograph Advertising Service Appoints J. C. Blaicher

J. C. Blaicher, general manager in charge of sales and publicity of the Individualizing Company of Illinois, Chicago, in addition, has been appointed manager of service and copy staff of the Chute service division of the Electrograph Advertising Service, Chicago.

"50

"W

ager of V
exclusive
results of

"As y
priation
was expe
with sup
EVENING

"The p
sale of 5
a period
yond our
originally
of at lea
newspape

"Each
tising has
cases sol
volume a
cases set
note in
present v

"Our a
most out
in the U
WORLD
will be e

Th

Pulitzer
New

"50,000 cases of Bean Hole Beans in ten weeks!"

"WE have just closed the first ten weeks of our advertising effort in New York City, on Bean Hole Beans," writes M. L. Ponder, Division Sales Manager of Van Camps, "and because we have used THE WORLD exclusively, you will undoubtedly be interested in the results of the campaign so far.

"As you know, our only advertising appropriation in New York was \$25,000, all of which was expended in THE SUNDAY WORLD Gravure, with supporting black-and-white copy in THE EVENING WORLD.

"The primary effect of this campaign was the sale of 50,000 cases of Bean Hole Beans within a period of ten weeks. This was a volume beyond our expectation, in a market which we had originally believed would require an investment of at least \$150,000, in a number of New York newspapers.

"Each week since the launching of our advertising has seen a steady increase in the number of cases sold per week, until in the tenth week the volume amounted to three times the number of cases set as a weekly quota. It is interesting to note in this connection that over 60% of our present volume consists of repeat orders.

"Our analysis indicates that this is one of the most outstanding jobs we have done in any city in the United States, and, inasmuch as THE WORLD was used exclusively, we think that you will be equally proud of it."

The World
NEW YORK

Pulitzer Building
New York

Tribune Tower
Chicago



Money Alone Won't Do It

The Time Element Will Accomplish in Advertising What Money Alone Can't

TWO weeks ago, we published an article showing that the political axiom, "You Can't Beat Someone with No One," applies to advertising.

The point was made that a five hundred thousand dollar appropriation could not be expected to take market leadership from a product backed by a five million dollar expenditure; and the truism advanced, that to gain leadership, or near leadership in a field, competitors' expenditures had to be matched to at least a reasonable degree.

That is true, as everyone who studies modern advertising methods knows. But there is a second phase of equal truth: "*Money alone will not do it*"—the element of *TIME* must be considered.

If great money expenditures, in advertising, were enough quickly to win a market in a field where advertised leadership was already established, then Henry Ford, for instance, by sheer force of dollars could appropriate any market that he chose.

He might say, "I want to take over the complexion soap business of this country—how much does Palmolive spend in advertising? All right; I'll spend ten times as much and push them off the market."

But he couldn't. Money alone wouldn't do it. Leadership in advertised lines is seasoned with the element of time, as well as reinforced with the sound expenditure of money.

The belief in Palmolive—as in scores of other well advertised products—is implanted in the Minds of the Public through years of advertising and years of experience with the product, too deeply for money to dislodge.

The market foundation of such products thus lives not alone in the advertising space that exploits them, but in the inherent confidence of millions of Mrs. Smiths and Mrs. Joneses throughout America whose belief—seasoned by the element of time—is too solidly grounded for any competitive advertising attack, great or small, to shake seriously.

As a result, when a great new competitor appears in an advertised field, his business rarely comes from the well-advertised leader in that field, but from the hundred and one impotently advertised competitors of that leader.

And therein lies a great, fundamental value of advertising . . . market protection against “big money” competition, insurance of profits through the years.

The government grants protection in the form of patents and copyrights. But that protection lasts but 17 years. Then anyone can step in.

Good advertising and good goods — gaining and keeping the Good Opinion of the Buying Millions—make that protection virtually everlasting.

Common-sense principles of advertising thus call for regular expenditures continuously over a period of years.

*Reprints of the article headed “You Can’t Beat Someone With No One”—of which this article presents another angle—will be sent upon request to the Chicago office of Lord & Thomas and Logan.

LORD & THOMAS AND LOGAN ADVERTISING

CHICAGO
400 N. Michigan Avenue
LOS ANGELES
1131 South Broadway

NEW YORK
247 Park Avenue
WASHINGTON
400 Hibbs Building

LONDON
Victoria Embankment
SAN FRANCISCO
225 Bush Street

Each Lord & Thomas and Logan establishment is a complete advertising agency, self contained; collaborating with other Lord & Thomas and Logan units to the client's interest



This month all the Detroit papers carried stories that the number of school children shows an increase of 15,000 over last year—

700,000 people have moved into Detroit in the last 7 years—The Times circulation indicates their newspaper preference.

	<u>1920</u>	<u>1927</u>
DETROIT TIMES....	5,025	241,834*
(City Circulation)		
DETROIT NEWS....	205,911	249,036
(City Circulation)		

*Evening Except Saturday

The Times is Growing with Detroit

The

T H

e
autom
mail-c
the c
esting
in the
Toron

For

has c
ment
years
ness i
plans
sist
have
ton, C
has
warehas v
the M
Regin

two a

Canad

reau th

to \$15

tion o

pany

on the

To

chain

concer

at var

don, I

ton, C

Each

point

agricul

time p

tory d

advent

howeve

that lin

the far

more a

Folle

into th

side th

centers

operate

opened

These

New Distribution Developments in Canada

The T. Eaton Company, Canadian Operator of Department Stores and a Mail-Order Business, Is Spreading into New Territories, Taking Active Steps to Meet Chain-Store Competition and Offset the Influence of the Automobile

THE cold draught which the ever-spreading use of the automobile is sending through the mail-order business is said to be the cause underlying recent interesting developments taking place in the T. Eaton Company, Ltd., Toronto and Winnipeg.

For many years this concern has operated very large department stores at these centers. Two years ago a large retail business in Montreal was acquired and plans for a retail building to consist eventually of twelve floors have just been passed for Hamilton, Ont. In addition the company has long operated direct-mail warehouses at both headquarters as well as at Moncton in the East, and Saskatoon and Regina in the West. A year or two ago it was estimated by the Canadian Business Research Bureau that the Eaton sales amounted to \$15 per capita of the population of Canada and that the company was the fifth buying power on the continent.

To offset the competition of the chain grocery stores, the Eaton concern has established grocerias at various points, including Brandon, Regina, Saskatoon, Edmonton, Calgary and Fort William. Each of these centers is a market point for wide and well-settled agricultural districts which at one time produced a highly satisfactory direct-mail revenue. With the advent of the chain grocery store, however, their productiveness in that line of merchandise shrunk as the farmers used their automobiles more and more to drive to town.

Following this first adventure into the field of retail selling outside the company's old established centers in the big cities, Eaton-operated retail stores have been opened at various other points. These branch stores are not being

operated openly as Eaton establishments but are being given different titles in each case. For the present only a few lines are being carried, such as dry goods and men's furnishings, but as these lines have already been added to in some cases, it is obviously the intention of the company eventually to develop these branches into regular department stores.

At certain places branch mail-order establishments are being operated in addition to retail stores, the two being kept separate as the mail-order office carries on under the company's name. In Sudbury, an important center in the rapidly developing territory of Northern Ontario, suitable premises have been secured and the necessary alterations are almost completed for the opening of a retail store. Sudbury has also an Eaton mail-order branch. This latter is a development which the company is carrying out in a number of the larger strategical centers throughout the country, notably at Brampton, Oshawa and Kitchener. Such branch mail-order offices are elegantly furnished and supplied with a display of samples representative of the merchandise offered in the mail-order catalogs of which there are two—one for the East and one for the West. At all these offices goods may be ordered from catalog, relayed to Toronto and shipped thence the following day.

AN ADVANCE WITHOUT TRUMPETS

The quiet, steady pushing out into new territories which the Eaton company is engineering without any heralding by trumpets is being watched with interest generally, and with uneasiness in some quarters. It is realized that the able management which has distinguished the company from its foundation, its policy of making

haste slowly, its enormous ramifications including four buying offices in the British Isles, two on the continent of Europe, and one each in New York and Montreal, may well develop a situation that will revolutionize the retail trade of Canada.

E. L. Shaner Appointed Editor of "Iron Trade Review"

Earl Livingstone Shaner has been appointed editor in chief of *Iron Trade Review*, Cleveland. He succeeds Charles J. Stark, president of The Penton Publishing Company, publisher of this and other business papers, who has found that the demands on his time as chief executive preclude his continuing to give detailed attention to editorial duties and responsibilities. Mr. Stark has been editor since 1917.

Since 1916 Mr. Shaner has been associated with *Iron Trade Review*, being made managing editor in 1925. In the latter year he was elected a director of the Penton company.

Newspaper Campaign for Carmote Paints and Varnishes

New England newspapers are being used in the advertising campaign of the Carpenter-Morton Company, Boston, manufacturer of Carmote paints, varnishes and enamels. This campaign is being directed by The Greenleaf Company, Boston advertising agency.

Irwin Jordan Rose and Palmer Gantert Merge Interests

The Irwin Jordan Rose Company, Inc., and the Palmer Gantert Company, advertising businesses of New York, have consolidated. The new organization will include the personnel of both firms and will continue the name of the Irwin Jordan Rose Company, Inc.

Wm. Demuth to Start Pipe Campaign

Wm. Demuth & Company, New York, pipe makers, are planning to advertise the "BBB Own Make" English pipes. They have just acquired the American rights to manufacture this brand of pipes. Magazines will be used in a campaign starting November 17.

Automotive Association Appoints Reed G. Landis

The Reed G. Landis Company, Chicago advertising agency, has been appointed advertising counsel for the greater market development campaign of the Automotive Equipment Association, Chicago.

New Fashion Service Started for Advertisers

The Fashion Co-ordination Bureau, Inc., is the name of a new business which has been incorporated at New York. J. Sherwood Smith is president, Lucy Park, vice-president; René Clark, secretary, and R. P. Clayberger, treasurer.

It will operate a service for manufacturers to specialty shops and department stores for the promotion of the ensemble idea in dress.

Both Mr. Smith and Miss Park previously had been with *Harper's Bazar*. Mr. Smith was advertising manager and director of trade research. Miss Park had been associate editor.

The Fashion Co-ordination Bureau is associated with the advertising agency of Calkins & Holden.

New Account for the Greenleaf Agency

The Standard Mailing Machine Company, Everett, Mass., has placed its advertising account with The Greenleaf Company, Boston advertising agency. Magazines and direct mail will be used.

Newspapers will be used in an advertising campaign which this agency is preparing for La Touraine coffee, a product of the W. S. Quinby Company, Boston. Radio advertising also will be used for the latter account.

New Advertising Business Formed at Buffalo

R. D. Ludlow and Lloyd Mansfield have formed an advertising business at Buffalo, N. Y., under the name of Ludlow-Mansfield, Inc. Mr. Ludlow has been engaged in advertising work at Buffalo for several years. Mr. Mansfield formerly was advertising manager of the Liquid Veneer Corporation and for the last few years, has been an account executive with The Moss-Clark Company, Inc., Buffalo advertising agency.

Fall Advertising Campaign on Sea Clams Planned

The Seattle office of The H. E. McCann Company has been appointed to direct an advertising campaign for the Pioneer Packing Company, also of Seattle. This campaign will advertise Pioneer minced sea clams and will start this fall.

Better Publications, Inc., Organized at Brooklyn

Better Publications, Inc., has been organized at Brooklyn, N. Y., to publish *Life's Romances* and *Stories of Love and Life*. Ned Pines, editor and publisher of *College Life*, New York, is president, and Jacqueline Lippman is treasurer.

Somebody Told the Truth

when it was said that a poor carpenter sometimes does a fairly good job, but in the end he wastes an awful lot of lumber.

Sometimes

advertising in a newspaper with a less than adequate coverage seems relatively successful, but in the end the cost per sale shows its weakness.

In New Orleans

national advertisers find it better business to concentrate their advertising in New Orleans' dominant newspaper, The Times-Picayune.

* * * * *

During the first 8 months of 1927 The Times-Picayune carried 88% more national advertising than the 2nd New Orleans newspaper, 183% more than the 3rd and 239% more than the 4th . . . AND, as our Cook County contemporary so aptly phrased it, "first in circulation—any way you want it."

The Times-Picayune

In New Orleans

Member 100,000 Group of American Cities, Inc.

Member Associated Press

Representatives: CONE, ROTHENBURG AND NOEL, INC.

Pacific Coast Representatives: R. J. BIDWELL CO.

Mail Tracer Service Barred to Unordered Goods Vendors

*Washington Bureau
of PRINTERS' INK*

ALTHOUGH the Post Office Department has received innumerable complaints regarding the sending of unordered merchandise through the mails, it cannot stop the widespread practice under the present laws. However, there is no doubt regarding the Department's attitude in the matter. Some time ago, it refused to extend insurance and C. O. D. privileges to the vendors of neckties, socks, shirts, handkerchiefs and many other articles of merchandise, when the goods were mailed to people who had not ordered them. Now the Department has gone a step further, and will no longer allow the wholesale tracing of unordered merchandise.

Undoubtedly, the previous action of the Post Office Department accomplished much in the suppression of the evil. Also, the fact that the public has been repeatedly advised that the recipient of unordered goods is not responsible in any way for the merchandise provided he does not use it, has been a discouraging factor to the business. The success of the scheme depends upon the return of the goods that are not paid for, and in many instances the forcing of remittances and returns depends on proof of delivery. Now, it seems, the schemers are having considerable trouble in proving the delivery of unordered goods sent through the common mails.

The indications are that many thousands of the recipients of unordered merchandise, having been advised of their legal rights in the matter, have refused to acknowledge the receipt of the articles in any way. Therefore, the promoters of the enterprises have called on the Post Office Department to trace their packages and to establish the proof of delivery. However, the requests for tracers have grown to such an extent that the Department finds the tracer service not only an unnecessary

burden, but an imposition on the public. Therefore, the Department now refuses to act as an assistant to the vendors of unordered merchandise.

From the wording of the notice recently sent to all the postmasters of the country by John H. Bartlett, First Assistant Postmaster-General, it is evident that the Department will in no wise discourage legitimate houses from sending goods on approval to their customers. It is plain that the order is aimed at those concerns which send out large individual shipments to lists of names, with the request that the goods be paid for or returned.

The notice calls attention of the postmasters to the fact that many offices are sending out forms 1516 and 1572 as to receipt of mail, in wholesale lots at the request of mailers of unsolicited or unordered merchandise, "such as neckties, handkerchiefs, etc." It explains that these card forms are intended for the use of individuals in tracing mail, or in tracing occasional stray shipments for reputable business concerns, but that they should not be used in quantities for tracing shipments or correspondence of concerns which deal in unsolicited or unordered merchandise. The notice concludes:

"The sending of these card inquiries at the request of such firms tends to place the Department in an embarrassing position. Postmasters will therefore take note of the foregoing, and in the future tactfully explain to such patrons the Department's position in the matter."

New Haven Copper Company Appoints O. S. Tyson Agency

The New Haven Copper Company, Seymour, Conn., has placed its advertising account with O. S. Tyson and Company, Inc., New York advertising agency.

E. A. Fitzpatrick Advanced by Baltimore "Sun"

Edwin A. Fitzpatrick, assistant managing editor of the Baltimore *Sun*, has been made promotion manager of that paper, a newly created position. He has been with the *Sun* since 1910.

Why John A. Cunningham Advertises in the Times-Union

WHEN it comes to advertising and selling furniture and home-furnishings to the Jacksonville market, John A.



Cunningham ought to know how to get results; for Cunningham's Store is one of the oldest and largest furniture businesses in this city.

Here is what Mr. Cunningham writes regarding his policy of consistent advertising in the Florida Times-Union.

"For many years past we have placed the bulk of our advertising in the

Florida Times-Union.

"Advertising furniture and home-furnishings as we do, we must have our store tidings

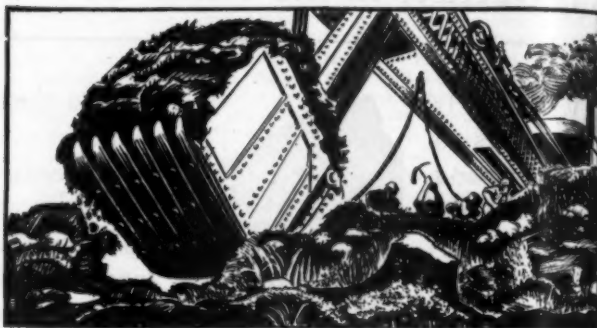
carried direct to the housewives of the greater part of Florida; this part of our work has been carried out faithfully many years by the Times-Union.

"In our mind the Times-Union serves our business profitably for the reason that it reaches practically every home in our territory and its influence is unquestioned."

The Florida Times-Union

JACKSONVILLE, FLA.

"SELL IT IN THE AD Y



Why use a spade when you *need* a Steam Shovel?

FORTY men a' digging. That used to suffice—
twenty years ago. Today they harness Science.
They put Power to work.

"Gur-r-r-r!" chortles the steam shovel. In glides the
scoop. Brick walls crumble. Up comes a wagonload.
Nothing can resist it.

Th
It
to
turn
ne-th
on rel
with

Wh
of Ne
team
laster
on the

Sal
Sales
dents,
from

In
the ex
plicat

FU
York
1,120
reade

PO
polita
standa
Amer
Sunda

PO
and N
ing qu
reache
standa

WY
Broad

ANY HOME NEWSPAPER"

That is the way the Sunday New York American works for its advertisers.

It tells the hungry desires of a massed and monied million precisely where to turn for automobiles and radios, for Paris modes and tuxedos, for furs, furniture and jewelry. It enlightens many times 1,120,022 ambitious, "Give-me-the-best-you-have" readers about the new breakfast food, what-is-what in refrigeration and where the danger line is. It stirs—works—produces—with Power in million units—WITH FULL POWER.

Where smaller circulations move goods like cold molasses, "The Backbone of New York Advertising" exerts its huge strength, breaks down resistance—steam shovels! Consumer acceptance becomes consumer demand—millions faster—years quicker! Local drug stores and grocers hustle those goods out from their counters, into their windows.

Salesmen mail in orders, unchaperoned by letters. Jobbers' salesmen sell. Sales Managers decide that one sales increase deserves another. And Presidents, smelling dividends, rejoice at their happy thought in breaking away from tradition, in dropping spades for the great steam shovel.

In a market so responsive that a slight innovation in silk stockings can dot the entire city in one week, Full Power quickens—simplifies the entire complicated process of selling.

FULL POWER—the Sunday New York American has the strength of 1,120,022 plus the many more readers on a Sunday!

POWER—its 772,747 in Metropolitan New York form the greatest standard Metropolitan circulation in America—morning, evening or Sunday!

POWER—in Westchester, Suffolk and Nassau, the three wealthiest buying quality counties in the world, it reaches as many homes as its next two standard competitors added together.

POWER—its 283,807 in The Golden Suburbs tally higher than all three other standard Sunday newspapers combined—more than all standard weekday morning newspapers combined—more than all standard weekday evening newspapers combined!

Yes, sir—Full Power and on Sunday, the day most families buy one newspaper and read it morning, noon and night.

It's slow digging deprived of Full Power. Don't dawdle. Dominate.

Sunday New York American

"The Backbone of New York Advertising"

NEW YORK
Broadway

CHICAGO
35 E. Wacker Drive

BOSTON
5 Winthrop Square

SAN FRANCISCO
Monadnock Building



Minnesota Puts Cows on "PIECEWORK"

Babcock testers are better known to Minnesota farmers than tire gauges are to many motorists.

"Pay if you stay" is the dairy barn slogan and the cow that doesn't pay surely goes.

These farmers increased milk production 40% in five years against a United States increase of only 18%. And while they did it they actually decreased their herds and lowered expenses.

More coming in and less going out make good customers for you. Reach them through **THE FARMER**.

Send for a copy of **Northwestern Farm Facts and Figures**, which gives a sales analysis by counties for Minnesota and the two Dakotas.



The Northwest's Only Weekly Farm Paper

Standard Farm Papers, Inc.,
307 No. Michigan Ave.,
Chicago, Ill.



Wallace C. Richardson, Inc.,
250 Park Avenue,
New York

A Northwestern Institution Since 1882

Member Standard Farm Paper Unit

Retail Turnover: What It Means and How to Figure It

A Business Principle of Obvious Application, and Yet Understood and Used Indifferently

E. I. DU PONT DE NEMOURS & COMPANY
(INCORPORATED)
CHICAGO

Editor of PRINTERS' INK:

I have been asked to explain the subject of turnover and its relation to profit to a meeting of our salesmen. I wonder whether you have had any recent articles in your magazine which explain how to put this subject up most clearly to a group of this kind. You gave me such wonderful service in providing clippings for a speech I gave to the National Paint Sales Managers' Club in May that I know I can depend on you at this time.

H. R. LA TOWSKY,
Sales Service and Promotion.

WE were glad to send to Mr. La Towsky some material for his speech. This is a service PRINTERS' INK frequently performs for executives—a service, by the way, that is at the disposal of any reader. We were particularly interested in helping get the subject of turnover properly before the du Pont salesmen because it is one of the most important elements in business—and, perhaps, one of the least understood.

When we think of turnover we are reminded of a remark made to us once by Edward M. Skinner, vice-president of Wilson Bros. "One of the funniest things about business," Mr. Skinner said, "is that so comparatively few people know what turnover really is and use it profitably."

The reason for this lack of understanding seems to be that most people regard the figuring of turnover as an obtuse mathematical problem. More than one prominent executive has admitted to us that he knows what turnover is but lacks the words to make it understandable to his salesmen and customers. However, it is really quite simple.

The initial mistake, which usually is responsible for applying and using turnover in absolutely a wrong way is in improper methods of figuring how many times the capital turns in a year.

A retailer, let us say, starts business with a stock of merchandise that costs him \$4,000. The first year his gross sales amounts to \$28,000. How many times does he turn his capital?

Any number of people who should know all about such things would say seven times. This is wrong because they reached the figure by dividing the stock at cost into the total sales at retail. They would hardly be prepared to say that a dealer who had purchased an article for \$1 and sold it for \$1.50 had turned the item one and one-half times. And yet this is the method of figuring that they apply to the stock as a whole.

It is impossible to compute the proper number of turns by dividing the inventory figures into the gross sales for the simple reason that these represent totally different things. Inventory means what the goods cost the dealer. Gross sales, on the other hand indicate what he gets for the goods when he sells them. If everybody interested will bear in mind a simple rule there will be no complications. The rule is this:

From the gross sales for the year subtract the gross profit. Into this divide the average amount of stock that is carried through the year.

The year's gross sales in the hypothetical case we are considering here are \$28,000. Suppose this dealer's average gross profit was 30 per cent on sales. Thirty per cent of \$28,000 is \$8,400. This leaves \$19,600 as the approximate cost of the stock sold during the year for \$28,000.

The extent of the turnover in this case is determined by the number of times \$4,000 (the average investment of the store) goes into \$19,600. This is about five times—not seven.

It will be readily seen, therefore, that to figure turnover correctly it

is necessary either to reduce the selling price to cost or advance the cost price to selling. The customary and best practice is to reduce the sales to cost.

Even when the proper method is used, there is bound to be more or less inaccuracy in figuring the turnovers for a business as a whole. In this case, \$19,600 represents the cost of the merchandise sold during the whole year, whereas the \$4,000 refers to the stock at one date only. It is obvious, therefore, that to secure an exact turnover figure the dealer (and the same thing is true of the manufacturer and jobber) should know his average stock for the entire year. It is impossible to compute this down to a matter of pennies. The nearest a dealer can come to it is where he has a perpetual inventory system, knows his stock on the first of each month, adds the twelve amounts together and divides the total by twelve. This gives as nearly as possible the average stock, which should be divided into the cost of the merchandise as we have just stated.

By far the best way is to have a perpetual inventory so that a man can know the turnover not only of his entire stock but of individual departments and items. When a man speaks of turnover he thinks he is referring to his stock, when he really means his capital. Approximately five turns of this initial \$4,000 investment might be had without the entire stock turning even once, although some parts of the stock might have turned ten, twenty or thirty times. The portion of the stock that does not turn at all, even though the *capital* turnover may be satisfactory, is what eats up the profits. Hence the value of an inventory system that can give a reasonably accurate picture of the stock in hand at all times.

When a perpetual inventory system is not used, the next best method is to take the inventory stock, which should be the lowest of the year, add it to the highest stock—which should be at the beginning of a season when all the goods are in—and divide the result by two. If two inventories are

taken, these should be added to the highest stocks of the year and the result should be divided by four. Then, dividing four into the total cost of the merchandise sold during the year would give a fairly accurate turnover figure.

It is of the utmost importance, even in these days of so-called hand-to-mouth buying, that the turnover rate be figured down to a point that is as nearly accurate as possible. When a man's capital is not turning as rapidly as it should he should know that fact at the earliest moment. The difference between gross profit and expense ought to be net profit. It is net profit—theoretically. But many times it does not work out that way because the so-called profits pile up in the form of slow-moving, or even unsalable, merchandise. Locked up in this way, profits can easily be transposed into actual liabilities.

THE PRIMARY CAUSE

The overstock is usually the primary cause of insufficient turnover. Some manufacturers and jobbers are very conservative these days about talking such doctrine to dealers. They feel that the average dealer is already going too much to the other extreme and buying not enough merchandise at a time. Just the same, the principle is economically correct and should be stressed. When the retailer can get sufficient turnover on his goods, the manufacturers and jobber are going to profit correspondingly. It is possible to promulgate this principle correctly and still make it plain that having insufficient merchandise is fully as bad as having too much.

It should be remembered by all concerned that the aggregate amount of merchandise a man buys in one year may not be too great to prevent him from realizing the right turnover. But he gets into trouble through buying it in too great quantities. It is not altogether a question of how much he buys in a year. His prosperity depends on how and when he stocks his goods.

Suppose, to cite an extreme example, a retailer knows his gross

sales during a year are to be \$50,000. He places one order for enough merchandise to represent that sales figure. The goods come in and he sells them. His plans work out substantially as he thought they would. But he has turned his investment only once. This is what is really meant by over-buying.

This dealer would lose because he forgets that the number of items always controls the turnover—that every dollar invested in surplus stock cuts down the number of turns.

Suppose this man's average inventory is \$10,000 instead of \$50,000. He makes more money in this case because the net profit on five times \$10,000 is greater than on one times \$50,000.

Manufacturers and others selling to the retailer ought not to be afraid of this turnover proposition. Now, indeed, is the time of all times to teach it to the retailer. It fits in with his present system of buying. If the manufacturer is frank on this point he can be equally frank in indicating the dangers of under-buying.—[Ed. PRINTERS' INK.]

Hearst Mid-West Publishers Meet

Publishers of five of William Randolph Hearst's newspapers in the Middle West met at Detroit recently for a regional conference in preparation for the annual convention of Hearst executives. The following attended: Herman Black, *Chicago American*; M. C. Meigs, *Chicago Herald and Examiner*; Harry M. Bitner, *Pittsburgh Sun-Telegraph*; John H. Black, *Milwaukee Wisconsin News*; and W. E. Anderman, *Detroit Times*.

Oil Heater Account to Campbell-Ewald

The Silent Automatic Corporation, Detroit, manufacturer of the Silent Automatic oil heater, has placed its advertising account with the Campbell-Ewald Company, Detroit advertising agency.

Buda Company Appoints J. L. Marshall

J. L. Marshall has been appointed advertising manager of The Buda Company, Harvey, Ill. He was formerly general manager of Bryan, Koeltz & Marshall, Inc., Louisville advertising agency.

Trade Commission Bars Incorrect Use of "Mahogany"

The Federal Trade Commission has barred the use of such terms as "Philippine Mahogany" and "Mahogany" in the advertising or sale of woods that are not actually mahogany, as an unfair practice. It has been the practice of a number of large lumber importers to designate woods similar to this wood as mahogany.

W. J. Dougherty Advanced by "The Music Trades"

William J. Dougherty, managing editor of *The Music Trades*, New York, has been appointed general manager. He has been a member of the editorial staff for over ten years. Arthur Kaye succeeds Mr. Dougherty as managing editor.

Southern Cypress Manufacturers Appoint Erwin, Wasey

The Southern Cypress Manufacturers Association, with headquarters at Jacksonville, Fla., has placed its advertising account with Erwin, Wasey & Company, New York. This association plans a national advertising campaign on Tide Water red cypress.

Play by Merrill Rogers Now Running on Broadway

"Her First Affaire," recently opened at the Bayes Theatre in New York, comes from the pen of Merrill Rogers. Mr. Rogers is a member of the staff of Calkins & Holden, advertising agency. "Her First Affaire," his first play, is a light comedy.

W. C. Charlier to Join the Allen-Klapp Company

W. C. Charlier will join the New York staff of The Allen-Klapp Company, publishers' representative, effective October 3. For the last three years, he has been with William A. Wilson, publishers' representative.

U. J. Kraemer with Baltimore "Post"

Urban J. Kraemer, formerly with the *Cleveland Press*, has been appointed advertising manager of the *Baltimore Post*. He succeeds Leonard A. Hecht, who has joined the display advertising staff of the *Baltimore News*.

Fyr-Fyter Account to Campbell-Ewald

The Fyr-Fyter Company, Dayton, Ohio, manufacturer of fire protection equipment, has placed its advertising account with the Campbell-Ewald Company, Detroit advertising agency.

New York Dailies Bureau Elects L. G. Speidell

LOUIS G. SPEIDELL, advertising manager of the Mt. Vernon *Argus*, was elected president of the



L. G. SPEIDELL

Advertising Bureau of the New York State Dailies, at the closing session of the semi-annual convention held last week at Jamestown, N. Y.

Milton R. Miller, general manager of the *Batavia News*, was

named vice-president. The new secretary-treasurer is Russel C. Harris, of the *Utica Press*. Three directors were elected: L. S. Chubbuck, advertising manager of the *Watertown Standard*, and retiring president of the bureau; John Osborne, advertising manager of the *Corning Leader*, and Arthur C. Saunders, of the *Port Chester Item*. Mr. Chubbuck presided at all the sessions.

Although most of the speeches at the convention were on problems pertaining to local newspaper advertising, one of the main talks was given by C. H. Waterbury, sales manager of Lehn & Fink, Inc., New York, on the newspaper advertising campaign by that company to warn the public of the fraud, adulteration and substitution being practiced by many retail druggists in the sale of Lysol disinfectant. The successful prosecution of many of these cases stopped the practice to a great extent. The newspaper advertising served to acquaint the consumer with the genuine Lysol package and the product itself. Mr. Waterbury credited local and national advertising for the growth of the Lehn & Fink business.

What newspapers can do to help

national advertisers was discussed by William H. Rankin, president of the Wm. H. Rankin Company, New York advertising agency. "By advising dealers," he said, "that a campaign is about to break, by closely watching sales and by following the progress of the campaign from day to day, newspapers can render a most valuable service to the advertiser."

J. Jay Fuller, of Buffalo, briefly discussed the important part that newspapers play in influencing business conditions. Newspaper advertising from the advertisers' side, was discussed by C. W. Simpson, advertising manager of the Art Metal Construction Company.

Will Direct National Enameling & Stamping Stove Sales

Alexander M. Candee has been appointed sales manager of the stove division of the National Enameling & Stamping Company, Milwaukee. He will continue his duties as advertising manager for the company.

S. J. Hanick Starts Window Display Service

Samuel J. Hanick has started a window display installation service at Philadelphia, under the name of The S. J. Hanick Company. He was for about eight years with the Reuben H. Donnelley Corporation.

Distillers Appoint Montreal Agency

Hiram Walker & Sons Ltd., Walkerville, Ont., distiller, has appointed the Canadian Advertising Agency Ltd., Montreal, to direct its advertising account. Newspapers and periodicals will be used.

Liggett Sales Increase

The Louis K. Liggett Company, a subsidiary of the United Drug Company, Boston, reports sales for August of \$4,747,791, against \$4,506,189 in August, 1926, an increase of 5.3 per cent. For the eight months ended August 31, sales amounted to \$38,007,587, against \$33,612,312 in the corresponding period of 1926, an increase of 13 per cent.

New Novel by Howard Rockey

"Limelight," written by Howard Rockey, a member of the copy staff of Lord & Thomas and Logan, will be published by the Macrae-Smith Company, in October.

THE NEW YORK TIMES
led all morning newspapers
in the United States in volume of

LOCAL DISPLAY

*advertising in the first
six months of 1927*

Agate Lines

THE NEW YORK TIMES...	8,472,970
SECOND NEWSPAPER (Chicago)...	7,760,133
THIRD NEWSPAPER (Los Angeles)	6,443,276

The Times leads all other New York newspapers in national and in total volume of advertising.

The censored advertising in The New York Times is trustworthy and dependable.

The New York Times

NET PAID SALE DAILY IN EXCESS OF 390,000
COPIES; SUNDAYS IN EXCESS OF 650,000

The
CHICAGO
HERALD *and* EXAMINER
Announces

THE ESTABLISHMENT OF
ITS OWN NATIONAL AD-
VERTISING STAFF IN
NEW YORK AND CHICAGO
... WITH GREATER FACIL-
ITIES FOR RENDERING
MORE EFFICIENT SERVICE
AND A MORE DIRECT
CONTACT WITH THE
NATIONAL ADVERTISER



*The New York and Chicago
personnel follows:*

CHICAGO
HEARST SQUARE

JOHN T. McGIVERAN, *National Adv. Manager*

ROY W. McLAUGHLIN

JAMES D. BOLGER

W. EMERSON BARR

EDWARD C. VON TRESS, JR

ROY W. WALHOLM

GEORGE P. HOLLINGBERY

JOHN F. DOWNEY, JR.

. . .

NEW YORK
285 MADISON AVENUE

EUCLID M. COVINGTON, *Manager*

CHARLES P. HALVERSON

WILLIAM J. DALY

ARTHUR C. SMITH

LAWRENCE J. DELANEY

DAVID ROSENTHAL

The
CHICAGO
HERALD and EXAMINER



Building Is True Barometer of Prosperity in Alabama

Alabama made a new record in building operations in August with \$7,164,900 represented in contracts awarded.

This was an increase of 70 per cent over the preceding month and 50 per cent over August, 1926. Public works and utilities accounted for 55 per cent of the total, residences 23 per cent, and commercial buildings 9 per cent.

In its report for August, the F. W. Dodge Corporation gives the following figures for Birmingham and Alabama:

"The total volume of construction started in Alabama during August amounted to \$7,164,900, and in Birmingham to \$1,795,100. The state figure was the highest August contract total yet recorded for Alabama. It increased the July, 1926, record by 10 per cent and was 50 per cent ahead of the August, 1926, total. Birmingham's August total was 21 per cent over the July, 1927, figure, but was 16 per cent under the August, 1926, record.

"The August building activity for Alabama included: \$3,937,100, or 55 per cent of all construction, for public works and utilities; \$1,660,900, or 23 per cent, for residential buildings; \$627,000, or 9 per cent, for commercial buildings; and \$600,500, or 8 per cent, for educational projects.

"Analysis of last month's construction record for Birmingham showed the following items of note: \$791,500, or 44 per cent of all construction, for residential buildings; \$280,000, or 16 per cent, for commercial buildings; \$260,000, or 14 per cent, for educational projects; and \$257,200, or 14 per cent, for public works and utilities.

THE "SURVEY," A THOROUGH ANALYSIS OF THE NEWSPAPER SITUATION BIRMINGHAM, WITH MUCH VALUABLE INFORMATION CONCERNING THE WEALTH AND SIZE OF THE CITY, SUBURBAN AND STATE-WIDE MARKETS, TELLS YOU MAY COVER THIS FERTILE FIELD MOST PROFITABLY AND ECONOMICALLY. SEND FOR IT AND LEARN THE FACTS.

The Birmingham News

The South's Greatest Newspaper

MORNING

EVENING

SUNDAY

NATIONAL REPRESENTATIVES •

KELLY-SMITH CO., New York, Chicago, Boston, Philadelphia

J. C. HARRIS, Jr., Atlanta

When Research Kicks Out Tradition

How the Coca-Cola Company Used a Market Investigation as the Starting Point to Revive an Old Sales Plan with a Contest to Inject the Dramatic Element

By Roy Dickinson

WHEN Dr. Pemberton on a September day back in 1886, working over a kettle in the kitchen of an old house in Atlanta, made his first batch of a new soft drink and sold twenty-five gallons of the syrup, he had a right to think of himself as a successful manufacturer. He had worked out a product which people liked and had then proceeded to sell it.

During the course of the years it is probably safe to say that no single product has had more consistent and aggressive advertising and sales methods applied to it than this same soft drink, later called Coca-Cola. The few gallons of the early days grew with its advertising to a surprising volume. During the year 1926 the sales volume reached the unprecedented total of 21,000,000 gallons.

An ingenious system of distribution and retail sales aids has been worked out during the company's history and no national advertiser is in closer touch with the retailers who sell its products than this present giant company, whose early beginnings were so humble. Yet, the present advertising campaign, of which the recent contest was the dramatic element, proves once more that no big concern can take for granted the fact that its market is covered. No industry is big enough to feel that since it has grown to immense size, its present methods are all that can be desired and that nothing new should be tried merely because it is different.

It was a searching investigation, extending from coast to coast, which convinced the company that some of its markets were still being overlooked and that some of its selling points were not the best that could be evolved.

It is a well-known fact that the great success of Coca-Cola has been built primarily upon retail turnover, which in turn has been secured largely by the creation of consumer demand through consistent and continuous advertising. It has also been a consistent policy of the company never to take its own success for granted and to let volume take care of itself. A few years ago when the sales volume had reached the high total of almost 18,000,000 gallons a year, the president of the company, Robert W. Woodruff, totally reorganized the sales department with the idea of supplementing the extensive advertising campaign with a sales campaign which would tie up closely to it at every point. For the last three years, therefore, the company has constantly increased the effectiveness of its selling by showing dealers how the constant pushing of Coca-Cola and its consequent more rapid turnover would greatly increase their profit. It constantly impressed the obligation upon each dealer who served Coca-Cola, to serve it right, and in this way to assure both himself and the Coca-Cola Company the potential profit involved.

A CHANGE IN SELLING SPIRIT

At about the same time that this new selling plan was put into effect, the selling spirit of the sales organization underwent a change. It became the salesman's job to sell a dealer not just Coca-Cola but to increase both the dealer's selling capacity and the method by which he operated the Coca-Cola end of his business. Instead of trying to sell syrup, the salesman's task was to put the dealer's fountain in order so that the best Coca-Cola could be served, which meant selling the dealer on the

idea of proper carbonation, refrigeration and sanitation, the use of the thin glass and other details of service.

After a year of this new type of selling by the reorganized sales department, during the early part of 1926 a complete survey was made covering thousands of subjects of every age, occupation, sex and color in cities of every zone in the United States, to determine the present Coca-Cola market, its potentialities and the possibilities of this new selling plan. From this representative cross section of the public it was learned that while the general soft drink market is represented by nine out of ten people who make use of some soft drinks, not more than half of this number could be considered good Coca-Cola customers, leaving a market of millions untouched. In addition, it was learned that a minority of Coca-Cola customers made up a majority of its market, leaving other untouched millions.

This was an undeveloped market, the extent of which had never before been realized by the company. It therefore determined that it had been hammering at the same places and the same people too long and neglecting those who had not yet become acquainted with the merits of its product.

It seems difficult to realize that a company which had made such progress should still have an acute sales problem, yet such was the case. Instead of increasing the rate of consumption among customers, its real problem was that of getting new customers. Tradition had led the company to the belief that keeping on in the same way was the only road to normal sales growth. Research kicked out tradition with the fact of an untouched market which needed cultivating if sales were to continue to grow.

What was the solution? Advertise? Yes, but for forty years the major activity of the company had been in the advertising field. Year after year the trade-mark, Coca-Cola, had been in the pathway of the automobilist, the pedestrian, the street car rider, the

magazine and newspaper reader and the customer at the fountain. In fact, it had constantly confronted the American public in almost every field of standard advertising—publication, outdoor, dealer help. It was apparent that the answer was not merely an increased advertising appropriation. It was something more. The problem was not so much directly to merchandise the product, Coca-Cola, as the advertising matter which through the years had played such a part in Coca-Cola's success. The major objective then of the 1927 advertising campaign should be to focus the attention of the American public not primarily on Coca-Cola itself but on Coca-Cola advertising and to bring them to a realization of its extent, variation, and purpose and thus indirectly to sell the product, Coca-Cola, to this tremendous, undeveloped market. The solution as worked out became the \$30,000 Prize Contest.

DEFINING THE SALESMAN'S DUTIES

Before a proper incentive plan could be worked out for the sales force to get the most out of the prize contest which was about to break, it seemed obvious that complete definition of a salesman's duties was necessary. What a Coca-Cola salesman should do, in the manner most profitable to the company, has been determined by a selective process. From 1923 to date, those qualities which worked out best for the retailer's profit were made a part of the salesman's task. Merely preaching better methods to the retailer was not sufficient. The company had to establish and maintain closer personal contact with him. Each salesman was urged to relate his own task more closely to the dealer's profit problem. Not only was he expected to be thoroughly acquainted with general retail problems but also to become familiar with each individual retailer's strength and weakness in relation to the qualities which the company had discovered make and maintain steady profits for each store. By tying up closely the results of the

Current Thought

"Nation's Business gives the business man the best current thought, the best forward look on all business problems, national in scope, and timely in interest. I read it religiously."

—ERNEST T. TRIGG, President,
John Lucas & Company, Philadelphia.

NATION'S BUSINESS

Mr. Ernest T. Trigg, Pres.
John Lucas & Co.
322 Race St.,
Philadelphia, Pa.

September



1927

**An Answer to Mussolini's
Challenge** *by Julius H. Barnes*

**The Day When the Auto Was
a Joke** *by Chris Batchelder*

**Starting Business After the
Flood** *by Dale Graham* ☞ ☞

What Business Did at Stockholm
by Merle Thorpe ☞ ☞ ☞

Map of Nation's Business, Page 44



Published at Washington by the Chamber of Commerce of the United States

A QUARTER OF A MILLION IN CIRCULATION

consumer investigation to the retailer's method of doing business, the company worked out five functions which every retailer who intended to get his full share of profits should observe and carry out. It became the salesman's task to see that each of his retailers first kept a clean, sanitary, appetizing fountain; second, served Coca-Cola right, cold, properly carbonated with the right proportion of syrup and carbonated water; third, used the Coca-Cola glass; fourth, kept Coca-Cola advertising where people could see it; fifth, had his dispensers suggest Coca-Cola.

Also, in the course of the investigation, consumers in all parts of the country had told the company several reasons why they drink Coca-Cola. It was decided, after a careful check up of these reasons, that the six outstanding ones would offer an excellent entering wedge to the salesmen who had been talking to retailers for several years about their own business, and would dramatize the tie-up between selling and the dealer's method of doing business.

Three months, therefore, before the prize contest was released, bottlers went to their local dealers and salesmen to the fountain owners and told them that they had a new story which would attract the public's attention to the place where Coca-Cola was sold. By this time, since the salesman had related his task to the individual dealer's weakness, each one knew exactly what he wanted a dealer to do. Taking his record book, he skipped all the other functions except the individual dealer's weakness. The dealer might have too low a pressure on his gas. The salesman would talk to him about the necessity of having a minimum of 150 pounds pressure if he was to cash in on the contest and get his full share of the increased business. Neglecting every other part of his selling talk, the salesman was instructed to concentrate upon the weaknesses of the dealer. His whole task upon his one visit to a store might be, for example, to induce the

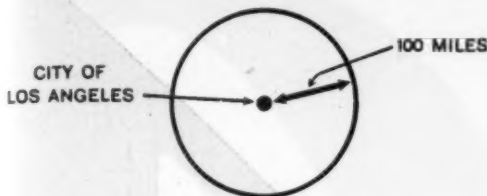
owner of the fountain to use the Coca-Cola glass instead of large thick mugs. In another it might be to give an hour's attention to the refrigerating plant of the owner, since he had discovered that by not properly chilling the water the dealer was sending out a poor, flat drink, instead of one that would cause repeat business.

The news of the contest enabled the company to cover 113,000 soda fountains. During his concentrated drive upon the retailer's weaknesses, each salesman emphasized the fact that an advertising and selling campaign of more than \$5,000,000 invested in publications, out-door, and point-of-purchase advertising was to be spent to back up the retailer's attention to better selling and a better product.

A SIMPLE CONTEST

The contest is too well known to describe in detail. It was simple. There were no tricks or puzzles to the keys, but the contest was so arranged that every contestant must actually look at advertisements not only in publications but also at point-of-purchase material at fountains and counters in order to compete for the prizes. Retailers were told that the untouched market as well as old customers would have to come into their stores for that purpose and therefore would buy more Coca-Cola if and when it was served right. The advertising itself was, by this method, made an integral and real part of the sales effort.

The rules folders which were distributed to salesmen, dealers and bottlers and the enclosures from the home office were extremely simple. All entries had to be received by August 25. Contestants had merely to find the six keys, that is, the six reasons for the popularity of Coca-Cola, furnished by Coca-Cola consumers; tell which key appealed to them most and why it was a good reason for the popularity of Coca-Cola; and then tell what Coca-Cola advertisement outside of magazines and newspapers best illustrated one or more of the six keys, why, and where they found the adver-



This Circle

represents the 100-mile radius around Los Angeles, the purchasing-power of which area amounts to *2 billion dollars a year*. This zone, according to Los Angeles business men, produces virtually *all* the results they secure from their advertising. They agree that if Los Angeles newspapers were prohibited by law from circulating outside the area, the effect on their business would be nil.

Because of the above fact, Los Angeles advertisers *are concentrating in the Los Angeles Times, which has the strongest circulation inside the circle*. 25% more display advertisers use the Los Angeles Times than use any other Los Angeles newspaper. Want ad advertisers *by the thousands* use The Times exclusively.

DOMINANT HOME DELIVERED CIRCULATION INSIDE THE 100-MILE RADIUS IS FURNISHED BY THE

Los Angeles Times

Eastern Representative:

Williams, Lawrence & Cresmer Co.
360 N. Michigan Blvd. 235 Madison Ave.
Chicago New York

Pacific Coast Representative:

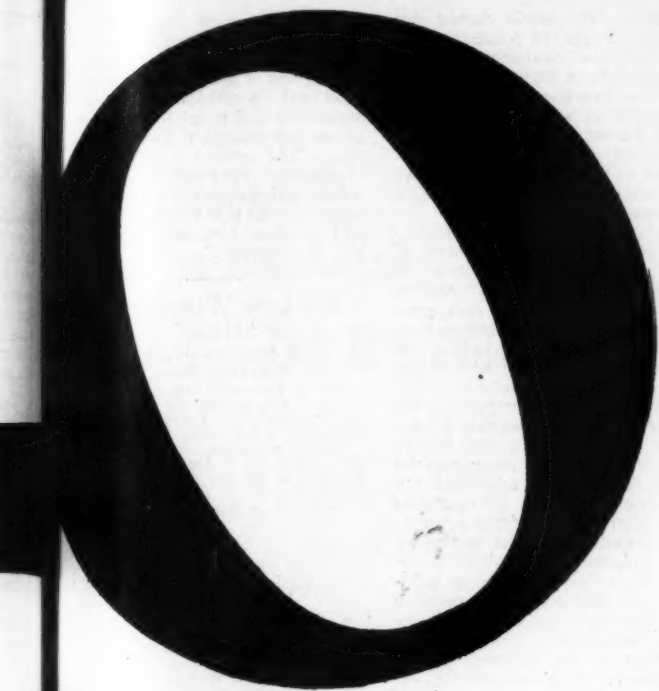
R. J. Bidwell Company
749 Market St. White Henry Stuart Bld.
San Francisco Seattle



L E A D

Have Chosen

Of the 427 advertisers who have placed orders for advertising in Collier's for the first six months of 1928, 40 are among the 75 large magazine advertisers.



ORDERS Collier's

has represents the greatest volume
ng advertising that has ever run in
the Collier's in any one year.

large A circulation now over 1,350,000,
with 450,000 on the newsstand!

tisement. The whole contest was designed to get the consumer actually into the retailer's store and the retailer, in turn, having overcome his weakness by the aid of the salesmen, would be able to sell an increased amount of the product to the customers.

One of the company executives, commenting upon the results of the campaign, says:

"At no time during the history of Coca-Cola has the attention of the American public been so focused on Coca-Cola advertising as during the \$30,000 cash prize contest. For three months we have been flooded with thousands of inquiries concerning our advertising, the contest, and the product itself. Hosts of ingenious suggestions for future advertising campaigns have come in. Never in our history have we received so many requests from retailers for additional advertising displays. Complaints have been received from prospective contestants on the failure of some neighborhood dealers to display Coca-Cola advertising properly. In this way weak spots in the distribution of our advertising were immediately called to the attention of our salesmen by the contestants. One entrant, for example, wrote: 'I was on a trip last week to Roanoke Island and I rode all over the island without seeing a sign of any kind. Ordinarily I would not have noticed this, but as I am working on the contest it made me more alert.' Newsstand dealers tell us that there has been a marked increase in the demand for those particular issues of the periodicals which carry the six keys over the regular weekly issues.

"The dramatic appeal of the contest led the public to seek, study and discuss our advertising and at the same time with the human interest aroused it has burned into the public's mind those reasons for drinking Coca-Cola which the public itself has given us.

"The contest has bound our scattered distribution system together and has been the source of a co-operative effort better than we have before known. It has

caught the eye of the American public and created a consciousness of what Coca-Cola advertising means, how it operates, its development and its possibilities. It has humanized and given to each piece of our advertising a life and purpose. The contest has proved a permanent, constructive medium within and without the Coca-Cola organization, the effect of which will continue long after the contest is forgotten."

Has Long Wanted to Say "Hooey"

NEWS PRINT SERVICE BUREAU
NEW YORK, SEPT. 13, 1927.

Editor of PRINTERS' INK:

Just a line to tell you the pleasure that "Hooey" in PRINTERS' INK of September 8 has given me.

This is something that I have felt like saying for a long time, but not having your gift for so doing, my feelings have remained mostly unexpressed. Please do so some more.

R. S. KELLOGG,
Secretary.

Appleton, Wis., to Be Advertised

A campaign of paid advertising to "sell Appleton to its own citizens" is planned by the Appleton, Wis., Community Builders, formed from among the membership of the Chamber of Commerce. Posters, colored window transfers and newspaper space will be used, starting in October.

Borg & Beck Report Larger Net Income

The Borg & Beck Company, Chicago, Ill., clutches and truck hoists, reports net profit for July, 1927, of \$88,612, against \$50,921 in July last year. For the first seven months of 1927, net profit totaled \$605,719, against \$505,657 for the corresponding period of 1926.

Loud Speaker Account to John O. Powers Agency

The Pausin Engineering Company, Newark, N. J., manufacturer of Octacone radio loud speakers, has appointed the John O. Powers Company, New York advertising agency, to direct its advertising account.

William J. Crowley, for more than four years advertising representative at Montreal of the Fisher Publishing Company, Toronto, has resigned.

*Simply
to Emphasize*
SERVICE

Delineator offers Service in **Scientific Housekeeping**

THE Delineator Home Institute, complete now on the 15th floor of the Butterick Building, offers the modern American woman advice and information on every phase of home-making from the preparation of her menus to the final authoritative word on some new labor-saving device.

Under the Direction of MILDRED MADDOCKS BENTLEY



Delineator offers Service in **Interior Decoration**

ON the 15th floor of the Butterick Building, too, are located the model rooms of Delineator Interiors constantly changed to show some new and charming scheme of decoration. The Delineator Interiors in the mode of the French Provincial have already had a decided effect upon manufacturers, shops and American homes.

Under the Direction of JOSEPH B. PLATT

Delineator offers Service in

Fine Points of Etiquette

CORRECT table manners and service, the entertainment of guests, the changing formula of good form—no matter what the subject—Delineator is supplying exactly the sort of suggestions that even the most cultured women of today find interesting and valuable.

Under the Direction of Mrs. JOHN ALEXANDER KING



Delineator offers Service in

Investments for Women

Delineator has just inaugurated a department of advice to women on the conduct of their financial affairs. This will be under the direction of Mrs. Natalie Schenck Laimbeer who, as Assistant Cashier of the National City Bank, the largest banking institution in the world, organized and ran five departments for women.

Under the Direction of Mrs. NATALIE SCHENCK LAIMBEER

Delineator offers Service in Education

IN the extremely important subject of the selection of the right school for either a child or an adult, *Delineator* Educational Department is prepared to give very expert advice. Mr. Chambers, during the past twelve years, has visited, not once but many times, every good school throughout the country.

Under the Direction of KENNETH N. CHAMBERS



These are some of the ways in which Delineator is rendering service to its million and a third purchasers. It is as practical, as useful, as a magazine can be made. But, in addition, Delineator has an atmosphere all its own.

It is the one magazine of large circulation that is distinctly smart. It has the style appeal that the American woman of today demands

Delineator

Established 1868

THE BUTTERICK PUBLISHING COMPANY

Our National Economic Menace— the Fake Stock Salesman

The Evils That Follow in the Train of the Wildcat Promoter

By E. H. H. Simmons

President, New York Stock Exchange

THE problem of fraud and swindling is too large to be included in any neat little formula. One may approach the question from the legal, the moral or the economic standpoint. Inasmuch as I am neither a lawyer nor a clergyman, I cannot pretend here, except in a very general way, to go into the legal and moral aspects of the question. But I do feel that it is useful to grasp just how much of a business and economic problem the swindling evil really is, and on this particular aspect of the matter I would call your attention to certain things.

It is a capital mistake to think that the harm done in the sale of fraudulent securities and in other forms of swindling stops with the victim. Actually the evil affects everyone and in an inescapable manner. If the effects of security frauds were confined simply to dispossessing individuals who could afford such losses, the practice would of course be indefensible, but it becomes intolerable when, as really is the case, these burdens and losses caused by fraud fall upon parties unable to endure them.

Twenty years ago it might be said that people with enough money to invest in securities should know what they were doing, and needed as a class no particular protection against fraud. But today no such statement can be made, and the small investor needs and deserves all the assistance in this respect which can be lent to him by Governmental authorities or business co-operation.

I have said that the loss of their savings by individuals who cannot afford such loss is a particularly intolerable feature of the fraudu-

lent security problem. The public aspect of the sufferings which this economic class must endure through security frauds lies not only in a decreased ability to purchase and consume, but frequently upon future aid in the form of hospitals and pauper institutions. The day when a helpless individual was permitted by the State to die in the streets has fortunately long passed. But it must always be remembered that the factors which cause poverty compel, for that very reason, a burden of taxation upon the entire public. When the records of the inmates in some of our charitable institutions are examined, this statement will not be found either exaggerated or fanciful. Only too often has it happened that the financial harm wrought by the swindler has ultimately to be assumed by the State.

FRAUD MENACES FARMERS

But it is not simply the economically helpless that suffer, and suffer seriously, from the sale of fraudulent securities. As a class, the independent farmers are likewise seriously menaced whenever a wave of security frauds sweeps the country. I have been informed recently that in a great agricultural State of the West the financial difficulties caused by a certain crop failure there in the last few years could have been avoided almost entirely had the farmers avoided investing their surplus funds in spurious securities. The cities must give serious consideration to all these economic problems of our modern day as they bear upon the farmers and the agricultural worker, for, as we know, upon the well-being of agriculture practically all permanent prosperity of this country depends.

Another class whose interests are vitally affected by the continuance

Portions of a talk delivered September 20, before the annual meeting of the Better Business Bureau Managers, at New York.

of security frauds are the skilled workmen of the country. In recent years there has been a remarkable beginning made from the new practice of distributing the shares of large corporations among the employees, and generally speaking this practice has been hailed as the solution of many acute problems and a hopeful sign for the future. But it must also be recognized that as far as employees are persuaded and encouraged to invest in industrial shares, and indeed encouraged in the habit by the obvious benefits of such investment in good concerns, they may become more, rather than less, susceptible to the blandishments of the salesman of fraudulent securities.

Fortunately for American labor, its outstanding organizations are taking a keen and far-sighted attitude toward the financial welfare of the employed class. Recently, as we are all aware, organized labor has even entered the banking field, and indeed the security business, and this development should, I feel, be welcomed very heartily by American financial men as affording very valuable possibilities in protecting labor from unwise and unsound financial investments. It is to be hoped that the new labor banks and similar financial institutions organized by and for American labor will give particular attention to the problem of security swindling as it relates to the workers of the nation, and do their utmost to protect them against the swindler's inroads. For, as far as labor is concerned, the fraudulent stock salesman works a double harm. Not only does he deprive the workman of surplus funds, but through the general economic effect of this fraud he is a powerful deterrent to the stability of employment which is basic to a prosperous laboring class.

Finally, there is the class of manufacturers and merchants who suffer from security swindling not only through their own personal losses, but by competition with fly-by-night concerns whose fundamental purpose is to manufacture and sell securities rather than those products which they sometimes so extensively advertise. Moreover,

capital which might be given to legitimate manufacturing and mercantile distribution is very often diverted by the fraudulent stock promoter into unsound and thoroughly undesirable ventures of all kinds. This misdirection of capital which the swindler purposely and intentionally effects, is of course a burden on all legitimate business.

There is consequently no social or economic class in our country without its own peculiar grievances against security swindling, and its own reasons for desiring to see this national economic menace curtailed and abated.

THE PUBLIC ASPECT

Finally, there is also a public aspect of the swindling evil which should be considered. Fraud strikes a foul blow at all credit, which is the most sensitive commodity in the world. The victims of fraud are human. In only exceptional cases do they thoroughly understand the technicalities of legitimate security investing and the machinery for its furtherance which has been gradually built up in this country. When they realize that they have been swindled they become possessed with the very human and instinctive desire to strike back.

The trouble comes when they do not always consider with perfect knowledge or accuracy just upon whom they should attempt to wreak vengeance for their wrongs. The swindler who has fleeced them has usually departed, and cannot be found. The result is that the victim of fraud strikes at legitimate finance and legitimate Government. Naturally, the only result of this very human and yet thoroughly deplorable tendency is to weaken whatever safeguards for the investor actually are in existence.

This is a very old experience in Wall Street, and I dare say every financial center in the country has not been without experiences of the same order. The financial firms and institutions which do an honest business, and which by that fact continue in existence year after year, are left to bear the brunt of unjustified abuse which the rapidly appearing and disappearing vendor of crooked securities so con-

More than
105,000
Daily

Los Angeles Examiner

More than
485,000
Sunday

"Greatest Salesman in the West"

5c. DAILY

SEPTEMBER 22, 1927

10c. SUNDAY

'THANKS FOR PRECISE REPORT' SAYS LETTER ON SURVEY

"You'll Head List In Next Selection"

THE C. E. Conover Company, of 319 Fifth Avenue, New York, recognizing intelligent direction and the ability to get things done quickly, accurately and thoroughly, recently through A. J. DuVal, its Pacific Coast representative, put itself on record that when it makes its next selection of media in Los Angeles, the Los Angeles Examiner will head the list.

Quoting, in part, from Mr. DuVal's letter, we offer his remark with a more or less modest bow:

"... we have carefully gone over this survey and wish to thank you for the most PRECISE report of conditions as they exist. . . . Feel assured that when the next selection of mediums is made that the Los Angeles Examiner will head the list."

96% Is Some Coverage

FOR a newspaper in New York to cover its city territory in as thorough a fashion as The Sunday Examiner does Los Angeles, would necessitate an "inside-of-New York" circulation of 1,560,000. The nearest approach to that figure is 615,000 short. To make the picture graphic for those of you who know your Chicago better, 126,708 circulation would have to be added to the greatest news distribution Chicago now boasts, to reach 96% of Chicago's families, as The Examiner reaches 96% of Los Angeles' families every Sunday.

"Red Blood!" . . .

THREE to six pages of sport-news daily; eight pages every Sunday edited by Mark Kelly, most brilliant sports writer on the Pacific Coast, contributed to by Damon Runyon, the daddy of 'em all, "Bugs" Baer, and what-over sports-world luminaries chance to be brightening the horizon—that's one of the many things The Los Angeles Examiner offers its men readers, in a sector of America where everybody plays at something and most sports are enjoyed the year around.



MARK KELLY

We'll send you a couple of sample sport-sections, if you'd like to see them.

L. A. Outgrowing 2 Largest U. S. Cities

SPEAKING of Chicago and New York, as we did in the other column, this will interest you. Since 1920, New York City has added 401,793 population; Chicago, 221,725, and LOS ANGELES, 724,000! The migration continues. And 66 out of every 100 of the new arrivals who subscribe to a morning paper choose The Examiner, a 7-year analysis proves. Of new Sunday readers, it's 75 out of every 100!

Data Book About Ready

THE Los Angeles Examiner's 1927-1928 "Data Book," should open your eyes as to the sales possibilities in Los Angeles, fifth greatest American Market. It'll be off the press at once, and, if you care to be remembered, say so, on your letterhead.

tinually leaves in his wake. Much the same thing can be said in regard to our Federal and State Governments, which, in the same way, are frequently attacked and assailed by the swindlers' victims, despite the fact that every effort may have been made by Governmental authorities to prevent swindling in all its forms. By such a process a deep and persistent suspicion and mistrust against not only legitimate business but even against our free and democratic Government is constantly being instilled within public opinion as a direct effect of security swindling. If for no other reason, security swindling is obviously a national problem, and in its solution requires a national effort to curb it.

Fundamentally, the cure for the fraudulent securities problem consists in a thorough-going education of the investment public. We are justified in feeling gratified at the extent to which progress in this direction has been made in recent years. There has been a very general spread of knowledge as to investments throughout this country, and the American public is awakening to the practical as well as the purely theoretical, aspects of the subject. Many banks and other financial houses are assisting in this necessary educational work by issuing special studies on various financial topics in such form as to attract and interest the public. The press is likewise performing a most salutary public function in spreading a knowledge of investment matters broadcast through the land. The schools and colleges are likewise turning their attention to more elaborate and technical instruction in investment matters, realizing how significantly this knowledge and technique bears on the happiness and prosperity of the average man.

Nevertheless, the present situation in regard to fraudulent security selling cannot be met wholly by educational methods, since these are after all so very slow. In spite of the educational work which has been done, the investing public hesitates to avail itself of the services and facilities for avoiding loss through fraud which already

exist, for all that it is so ready to criticize our Government and our financial institutions after swindling has occurred. The educational effort to protect the public against fraud must be continued with all the persistence, ingenuity and vision that can possibly be mobilized for the task. Yet in addition there must be serious effort also for the more practical results obtainable through an efficient enforcement of the law. One encouraging sign in respect to the legal aspect of the fraud problem is the greater and greater tendency to punish swindlers unsparingly and severely.

But law enforcement in connection with the fraudulent securities problem has been found a highly complicated matter, owing to the multiplicity of American laws which throughout our various States are applicable to swindling, and the many separate parties, both Governmental and private, which have organized to abate the evil. It has been in this particular phase of anti-fraud work that the Better Business Bureau organizations have done such a varied service, and have proved such a great practical aid in the task.

C. L. Reiersen with Gilbert & Bennett

Charles L. Reiersen, formerly president of the Remington Arms Company, New York, has become associated with The Gilbert & Bennett Manufacturing Company, Chicago, Pearl wire cloth, as general sales agent, with headquarters at New York. Mr. Reiersen left the Remington company in 1926, completing sixteen years with that organization. During that time he had been general sales manager, vice-president and, finally, president, an office he held for five years.

E. F. Payne Writes Book on Dickens

Edward F. Payne, member of the staff of the Forbes Lithograph Company, Boston, has written a book entitled "Dickens Days in Boston," to be published by the Houghton Mifflin Company. This work describes, in detail, the stay of Charles Dickens in Boston, and has reproductions of letters and pictures of the times.

Paul F. Witte and W. Wilson Burden, Detroit, have merged their industrial advertising businesses, under the name of Witte & Burden.

The Lillibridge Viewpoint

Number Sixteen Issued from No. 8 West 40th Street, New York

Russell Sage's Test Questions

A STORY is told of the late Russell Sage that he was once riding with a railroad president in his private car. The railroad president showed Mr. Sage a device which indicated the speed at which the train was traveling.

"Does it earn anything?" asked Sage.

"Why, no, it doesn't earn anything."

"Does it save anything?"

"Why, no, it doesn't save anything; it's intended just to tell how fast the train is traveling."

"Well, if it doesn't earn anything, and doesn't save anything," remarked Mr. Sage, "I would not have it on my car."

Russell Sage's fortune was built on the principle of eliminating the non-essentials from everything. We lay no claim to possessing the business sagacity of Russell Sage—nor is it necessary for us to agree with him that a speedometer does not serve a useful purpose. But we do plead guilty to sharing his antipathy for non-essentials.

§ § §

We can recall several instances in our quarter century of experience in advertising and sales promotion where whittling off the non-essentials and planning for careful "follow-through" reduced the required marketing appropriation by half, and that half accomplished more than the

PAGE TWO

THE LILLIBRIDGE VIEWPOINT

client had expected to accomplish with the appropriation as originally conceived, because it was applied in unconventional ways with a complete disregard of precedent. Appropriations so worked out and applied meet both Russell Sage's test words: they *save* and they *earn*.

It may be very gratifying to know how fast a business is going, but to our way of thinking its earnings form a better and safer speed indicator than its advertising appropriation.

Birth of Advertising—1441

IN 1441 printing was discovered, wrote Robert G. Ingersoll. At that time the past was a cemetery with hardly an epitaph. The ideas of men had mostly perished in the brains that produced them. The lips of the human race had been sealed. Printing gave pinions to thought. It preserved ideas. It made possible for man to bequeath to the future the riches of his brain, and the wealth of his soul.

Also, Mr. Ingersoll might have added that it made possible for men to influence their fellow men by means of advertisements. Indeed, it is probable that the first things that were printed were advertisements. Not that they were set in borders and bore headings and urged somebody's wares. But they did offer ideas for sale, and ideas offered for sale are advertisements. So after all, can we not date the birth of printed advertising from 1441?

"For My Dignity"

"IN FRANCE," writes Eugene Brieux, the French dramatist, "the workman likes to understand what he is doing. When his job is done he likes to look at it, pass his hand over it, as if caressing it, and to think, 'It is done. It is not for the boss that I do this, it is for myself, for my contentment, for my pleasure, for my dignity.'"

Could there be a finer spirit to bring to any task? And could it fail to improve our work and develop our characters, to do things "for our dignity"?



Products Made to Sell

SIR Johnston Forbes Robertson tells of an unbroken Highland pony which his family owned during his childhood, attempts at the breaking in of which were peculiar and not highly successful.

A pair of old trousers were stuffed with hay, and a brick or two included to add weight, and this figure was gently placed on the Highland pony's back.

The pony promptly threw his strange rider and then proceeded in a businesslike way to eat the hay from the seat thereof!

§ § §

Reminds us of the way the public sometimes throws a stuffed dummy in the form of a product that is put out to sell, not really to serve.

Straw claims, weighted with bricks of bunk.

The public detects. Over goes the product.

The only difference is, the public sniffs at the straw stuffing and leaves it severely alone!

We want no advertising accounts of products that are made merely to sell.

Without Embarrassment

IF the *Viewpoint* has interested you and you would like to talk about our service or see samples of our work, we'll promise not to make it embarrassing for you.

PAGE FOUR

THE LILLIBRIDGE VIEWPOINT

Follow-the-Leader

SOME concerns could pay their dividends out of the money they now spend thoughtlessly in playing the conventional advertising game of follow-the-leader.

Convention is the line of least resistance; it saves everybody concerned "from mental stress of conflict and decision," as Burnham expresses it. But convention is lazy and wasteful. It does not earn the largest dividends.

Unconventional methods are difficult to work out, often laborious. Independent action and a disregard of precedent require courage and conviction. Stripping off the non-essentials of a sales promotion program and reducing it to a sound basis, so that every dollar will do the biggest job that dollar can be made to do for the business, requires a fixed determination to hew to the sales line, regardless.

But stripping off the non-essentials is profitable, and worth all the courage and labor required. For it leaves a business in a healthy condition as to working capital and funds for meeting dividend dates, without robbing it of the benefit of aggressive sales promotion.

Before and After

MARKET research in advance of advertising, and painstaking follow-through in continuation of advertising involve a great deal of work not contemplated by commissions on space.

That is why we work on a fee-and-budget basis.

6112 9

RAY D. LILLIBRIDGE INCORPORATED

Advertising

NO. 8 WEST 40TH STREET - NEW YORK

Telephone Longacre 4000

Established in 1899

Postmaster-General Pays Tribute to Advertising

ADVERTISING creates and maintains modern business, Postmaster-General Harry S. New declared in a talk which he made before the annual convention, at Buffalo, N. Y., last week of the National Association of Postal Supervisors.

His remarks have revived interest in the tribute paid to advertising in the address President Coolidge made before the last convention of the American Association of Advertising Agencies. At that time, President Coolidge succinctly defined advertising as the life of trade. In subscribing to this belief, the Postmaster-General expressed himself as follows:

"Advertising creates and changes the foundation of all popular action, public sentiment and public opinion. Modern business could neither have been created nor maintained without advertising. It is on this foundation of enlarging production through the demands created by advertising that very much of the success of the American industrial system rests.

"It is basically a form of education and not an economic waste. It ministers to the true development of trade."

Business depends largely upon the postal service as a clearing house for disseminating its messages, both in direct mail and in publications. Therefore, it was in order for the Postmaster-General to add to his remarks: "All that can be thus said for advertising must also be said for the postal service, because advertising would be impossible without it."

In that same address the part which the postal service has played in the development of commercial aviation and the benefits which the air mail service has brought to business were reversed. After overcoming the early handicaps of establishing this service, the department has succeeded in developing an air mail organization which the Postmaster-General characterizes as "a signal attainment."

Buyers Seeking Advertised Goods Meet Many Rebuffs

DUDLEY E. GROESBECK
New York, Sept. 16, 1927.

Editor of PRINTERS' INK:

I think that W. B. Edwards should be applauded for his very fine article on September 8, entitled "Adventures in Buying a Radio." If we could only get more people to recite the indifference of salesclerks as Mr. Edwards has done, so that it can be brought to the attention of the manufacturers, I think it will go a great way toward increasing sales efficiency.

His story reminds me of the time, a number of years ago, when the Palmolive people first brought out their shaving soap, they carried a full-page advertisement in several large national weeklies. I remember at the time that for three weeks I visited about fifteen or eighteen stores in New York trying to get that new shaving soap. In most cases the clerks didn't know what I was asking for, and in very few cases the clerks did seem to know that such a thing was coming out, but did not know how soon they could expect delivery from the Palmolive Company.

This is by no means a unique case on my part. Asking the retailer to sell you a nationally advertised product meets too often with a rebuff on the part of the salesclerk. It's a manufacturer's problem that needs a lot of attention.

TED SEIDEMAN,
Director of Sales.

H. W. Cook with Ayer

Harold W. Cook has joined N. W. Ayer & Son at Philadelphia. For the last three years he has been manager of advertising and sales promotion of the J. B. Colt Company, New York, a subsidiary of the Union Carbide & Carbon Corporation. At one time he was editor and publisher of the *Acetylene Journal*, Chicago.

E. G. Cooke with The Mulford Company

Edward G. Cooke, formerly with the art studio of Cooke & Hance, Detroit, has become associated with the sales department of The Mulford Company, Detroit, advertising printers.

Appoints Geo. B. David Company

The Laredo, Texas, *Times* has appointed the Geo. B. David Company, publishers' representative, as advertising representative to represent it in the Eastern and Western territories.

Broadmoor Hotel Appoints H. K. McCann

The Broadmoor Hotel, Colorado Springs, Colo., has appointed the Denver office of The H. K. McCann Company to direct its advertising account.

On the Frontiers of Advertising

Railroad Freight Service Is a Standard Commodity; Why Not Sell It by Modern Methods?

By Harry Merrill Hitchcock

WHEN you mention advertising to a railroad man, his response is apt to leave you feeling a trifle uncomfortable. It is so prompt and eager that it sounds a bit apologetic and defensive.

"Why, we believe in advertising!" says he. "We use a lot of it." And he quotes appropriation figures, and pulls out files of good-looking proofs to exhibit with pride. You realize that you are only the latest of a long procession—that railroad men are getting just a little tired of being badgered and put on the defensive about advertising, and your conscience smites you.

However, if like the present writer you have had the idea of exploring some industrial fields in which advertising so far seems to have been little used, or to have met with indifferent success, you let conscience go ahead and smite. Only by hardening your heart can you find out, even to your own satisfaction, whether the fault lies with the inherent limitations of advertising itself, or with the failure of the people in any particular industry to use it properly. And until you have found that out, you cannot bring back a report as to whether or not "thar's (advertising) gold in them thar hills" in which advertising men will be well-advised to invest, or save their time.

So you stubbornly insist upon setting down these railroad advertising appropriations, not beside those of much smaller businesses where they look quite respectable, but alongside the railroads' own figures for gross annual business, and the total cost of obtaining such business—where they look unbelievably tiny.

A manufacturer doing \$2,000,000 a year who spends \$75,000 annually

The second of a series of articles appearing under this title. The first appeared in the issue of August 18 on page 69.

for advertising has a right to call himself an advertiser. But can a railroad with a gross annual freight revenue of \$200,000,000—and a proportionately big and costly job to do in securing and handling this much business—purchase, with no larger appropriation, the right to the same title?

What is more, very little of the advertising the railroads actually do is aimed directly at the genuine purpose of advertising—getting business. Most of it is what is called "institutional," which means, at least in their case, that it is merely informative instead of directly persuasive, as real advertising always is in intention, even though not in form.

Of the even smaller quantity of railroad advertising that is left when you have put aside this "institutional" material, the larger part by far is aimed at passenger traffic. So when you come to the railroad's real reason for existence—freight—you find, at best, a bare chemical trace of advertising directly employed in assisting the efforts of a huge army of solicitors to keep this enormous stream of revenue flowing.

"Our business is different!" is the old, old cry. "You don't understand the railroad business," is the way railroad men put it. Perhaps you don't. But after talking with them, you wonder whether railroad men understand it, either.

WHAT CONSTITUTES A JOB FOR ADVERTISING?

Most advertising men believe that there are two, and only two, essential conditions precedent to the use of advertising in promoting the sale of any commodity of human use. They are:

A standard product whose quality is within the control of the advertiser, so that the customer may be sure of getting the goods as represented.

A market broad enough to make the use of merchandising by broadcast appeal economically feasible.

The second condition obtains so universally today that it scarcely ranks as a condition any longer. Anything that can be sold at all can be sold to enough people to make it a practical subject of some form of advertising. But because some railroad men still stumble over it, it has to be mentioned here.

The first condition is, however, the real touchstone to distinguish between a product that can be advertised and one that cannot.

If there is anything in the world that can be, and is, standardized to the customer, it is railroad freight transportation. The precise conditions involved in moving anything under the sun by rail are thoroughly understood by every railroad, and meeting them exactly is only a matter of the efficiency of the organization. Then why not sell freight transportation by means of advertising, as directly and effectively as you sell soap, shoes and sealing-wax, or any other conceivable thing?

A VARIETY OF REPLIES

The most significant thing about the replies I received from railroad men to this question is their variety. It may be an unkind deduction to make, but it is hard to avoid the thought that if they themselves knew a real answer it would be the same answer, and not a different one in each case. Here are some of the answers they did make:

"There is no real difference between the service one road gives you, and that another road could give you. Consequently freight shipments go by favor, personal liking for a solicitor on the part of the industrial traffic manager, or some such reason which can't be dealt with by advertising, or affected by it."

Well, I am credibly informed that there is no real difference in actual cleansing value between one and another of several of the most popular and widely sold brands of toilet soaps. But advertising seems to have succeeded in finding ways and means of entrenching each

firmly in the hearts of its particular, and sizable, clientele.

There is another point that needs ventilating in connection with this matter of lack of competitive distinction between the freight service of two rival roads, but it will have to be taken up later, in the light of one of the other factors in the situation.

"Freight movement is largely governed by general business conditions and by factors of geography and so on, which are beyond the power of the railroads, no matter how much they might advertise, to change. Many of the big trunk-line roads, for example, find they have three times as much freight moving East as they have moving West, and they consequently have constantly to move thousands of empties West. This same condition applies to the coal roads, and there is nothing advertising can do about it."

Suppose that Procter & Gamble had said to themselves:

"The amount of soap a man uses is governed by the kind of work he does and his natural attitude toward personal cleanliness, which are beyond the power of soap manufacturers to change."

Or, as I actually did say to the amiable railroad man who told me about this inescapable law of nature that kept the railroad business forever just so, with nothing whatever to be done about it:

"You will admit that advertising has succeeded in persuading millions of people in this country to eat things they never ate before; to wear things they never wore before; and to play games they never played before. Now just suppose a European food product could be imported into this country most cheaply by way of your principal seaport terminal, New Philamore; suppose it to be capable of becoming as popular with the people of Springfield, Centerville and your other Western cities as canned beans, so they would call for it by the carload; wouldn't it be worth your while to hunt up such a product and push it?"

"I should say not!" was his answer. "Let the fellow who is sell-

ing it and making his profit on it do that job."

Then there is the railroad man who tells you that it would be a waste of time to advertise to the thousands of small freight shippers, because the margin of profit on their business is almost non-existent; while it is a waste of time to advertise to the big shippers, because there are only a few of them, and they are all thoroughly covered by personal solicitation.

When I asked this chap if all those big shippers are immortal and unchanging, and if all the small shippers remain small, he couldn't seem to follow my idea. Nor did he seem less puzzled when I asked him if all those big shippers kept each of their industrial traffic managers locked up at all times in safe-deposit vaults, so that they were entirely immune to any influence from the outside world except that supplied by the railroad solicitor.

Here, of course, you have the old familiar view of what constitutes your market. The real advertiser has long since learned that the mere fact that it is one man's duty to announce a decision, doesn't alter the more important fact that the ideas of even thousands of other men, flowing in to that one man through the myriad channels of modern communication, play their part in shaping the decision of which he is really only the mouthpiece.

NOT A REAL REASON

Of course there is a reason why the railroads don't use advertising to cut their selling costs on freight space; but it isn't a real reason. It is a state of mind which, as nearly as I can diagnose it, is the result of forty years of increased governmental regulation.

No doubt the oldtime cut-throat competition, to which the Interstate Commerce Commission put a stop, was a bad thing. The trouble was that the Commission, in moving to stop it, saw it only as a bad thing from the point of view of the shipper. Neither they nor, regrettably, any railroad men, saw that it was a bad thing from the point of view of the railroads themselves.

Consequently, instead of eliminating the wrong kind of competition by substituting the right kind, the Commission set itself to eliminate all competition root and branch, with the railroads meekly falling in with its ideas. They stopped thinking of their service as something to be sold, and thought only of it as something to be furnished.

Indeed, they became in many ways more royalist than the King. Not content with eliminating all competitive factors from the price of their service, they have gone ahead, and by various "gentlemen's agreements" have pooled their standards of delivery and all other factors entering into the purchase of service, so that of two roads by which you may ship, the one whose route is more than 300 miles the longer can guarantee you precisely the same delivery as the other and shorter one.

The most delightful commentary upon the utter inapplicability of advertising to lowering the cost of selling freight service is the fact that this "gentleman's agreement" actually extended to the use of advertising for that very purpose—the trunk-line railroads serving New York observing an understanding by which they might hire all the solicitors they cared to, for Westbound freight, but would not advertise for it—until the Pennsylvania proceeded to kick over the apple-cart.

This Pennsylvania departure, by the way, is by all odds the most interesting and hopeful development from the advertising man's point of view, in the railroad business. In amount it is still only a drop in the bucket compared with the volume of business at which it is aimed; but it is probably the first effort by a railroad to use genuine printed salesmanship for freight-car space.

The program at present is built around the Pennsylvania idea of attaching a name and a personality to each important freight train; apparently the railroad thinks it is radical enough in making a direct bid for business in print, without going so far as to use direct, specific "reason-why" copy aimed at



As Others See Us

A Great National Advertiser—

"The Goldmann personality which you injected into the campaign quite lifts it out of the class of ordinary direct mail effort."

"All in all, we are most pleased with the results and feel sure that your campaign is among the most effective we have ever used."

A Prominent Local Advertiser—

"Our direct mail work, in the material for which you had a generous part, has brought in a remarkable volume of traceable business at an unusually low cost."

An Advertiser of International Repute—

"It is indeed very gratifying to meet with such fine readiness to assist us with our advertising problems."

Isaac Goldmann Company

ESTABLISHED 1876

PRINTING OF EVERY DESCRIPTION

80 LAFAYETTE ST.
NEW YORK, N.Y.

TELEPHONE
WORTH 9430

76

UNBROKEN

in the Oregonian

(Now, as always, The Oregonian leads all Portland newspapers in circulation.

(If a five-cent newspaper in a field of two and three-cent papers had the *smallest* circulation you wouldn't be surprised.

(When The Oregonian—a five-cent newspaper—has the *largest* circulation—larger than any of the two and three-cent papers—that's something to think about.

(Remember that in addition to the largest total circulation The Oregonian has the *largest home delivered* circulation in the City of Portland.

The Oregonian

PORTLAND, OREGON

Circulation: Over 104,000 daily; over 154,000 Sunday

The Great Newspaper

Ne
285 Ma

Years

DOMINANCE

Market



Nationally Represented by VERREE & CONKLIN, Inc.

New York
285 Madison Ave.

Chicago
Steger Building

Detroit
Free Press Building

San Francisco
Monadnock Building

The Pacific Northwest

specific classes of business which it wants; but that may come.

Advertising men everywhere ought to watch this Pennsylvania Railroad experiment carefully. If it succeeds as it should, the Pennsylvania's big rivals are going to be forced to do something about it. And if it does, advertising will have immeasurably extended this particular frontier.

Continued Speed Copy Sure to React Against Motor Industry

ILG ELECTRIC VENTILATING CO.
CHICAGO, SEPT. 7, 1927.

Editor of PRINTERS' INK:

Just finished reading Clarence Wagener's article "Danger Ahead—Slow Down Automobile Advertising" in your September 1 edition.

First, as a user of an automobile, and secondly, as an advertiser, I have for several years been wondering just how long the automobile industry would continue to "get away" so to speak, with encouraging the world to kill themselves and other innocent people, through running their automobiles to the very limit of their speed.

Mr. Wagener covers many points in a very vivid manner. I doubt if he purposely refrained from mentioning the "show off" inclination of the automobile buying public.

When you advertise that a certain automobile will go seventy miles an hour, just so sure will the owner try to show off all along the highway. Mr. Wagener has in mind that with the crowded conditions of the roads and highways today, no one can safely use the sixty or seventy miles an hour speed. Therefore, what is the good of advertising speed?

In going to the different automobile shows all I heard of was speed, 70, 75, 80, 90 and even 102 5/10 miles per hour.

When I asked one salesman why all the hue and cry about speed, he said "that is what you require nowadays in order to keep ahead of the other fellow." When I said then, "why urge the public to speed on and crash into wrecks, etc.," he foolishly stated that that was up to the owner of the car.

In other words, the automobile world seems to be obsessed with the idea that it can make the car as dangerous as possible and then accuse the public afterward for misuse.

The point Mr. Wagener brings out and which I agree with, is that the public should not be led into believing that speed is necessary. The minute you do that, they will use it.

Shall we forget the days before prohibition when brewers and distillers paid no attention whatever to the ultimate public opinion? They allowed saloons and places of disrepute to run wild, never dreaming that some day there would be a reaction.

I always think of this as being a

likely parallel case to the automobile industry. Some day the public will be fed up on this speed mania and cry for legislation to prevent the use of automobiles except under restricted conditions.

Won't this hurt the industry?

ILG ELECTRIC VENTILATING CO.

G. C. BREIBERT,

Manager Sales Promotion.

Should There Be a "Popular Contributor" Contest?

NEW YORK, September 9, 1927.

Editor of PRINTERS' INK:

Of late you have published several articles by S. K. Wilson. These articles impress me as being more real food for thought than any I have read for a long time.

Possibly my reaction is due to the presentation of the subject-matter, which is handled with such a delicate touch, possibly it is the somewhat unexpected but delightful vein of humor which carries the reader along—at any rate, I enjoy these articles thoroughly and hope for more.

P. A. BRIDGMAN.

L. B. Krick Returns to Citrus Products Company

L. B. Krick, formerly advertising manager of the Citrus Products Company, Chicago, maker of concentrated flavors, has returned to this company in his former capacity. He was recently with the Calvin Stanford Advertising Agency, Atlanta.

Starts Advertising Business at Montreal

C. G. Weiss has started an advertising business at Montreal under his own name. He was formerly with the production department of the R. Sykes Muller Company, Ltd., also of Montreal.

J. J. Hilt to Manage Young Radiator Sales

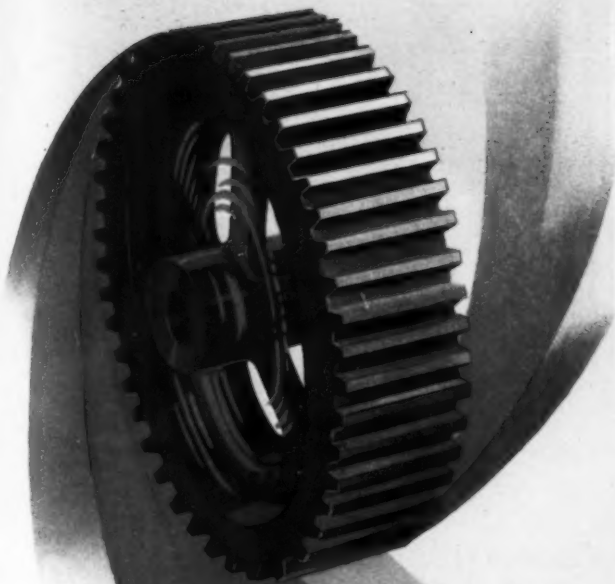
John J. Hilt has joined the Young Radiator Company, Racine, Wis., as sales manager. He was formerly with the Racine Radiator Company, of that city.

Medford, Mass., "Mercury" to Be Published Daily

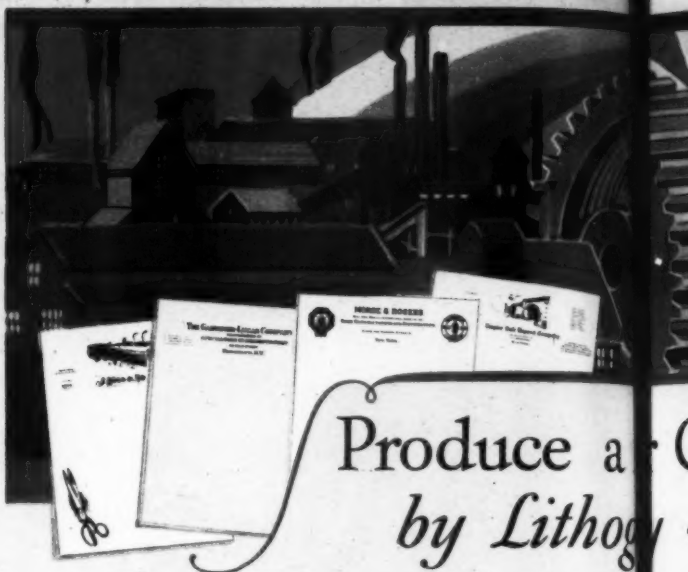
The Medford, Mass., *Mercury* will be published daily, except Sundays and holidays, beginning October 1. The paper is now published weekly.

Perfume Account to Frankel-Rose Company

Tyson & Company, Inc., Paris, Tenn., manufacturer of perfume, appointed the Frankel-Rose Company, Chicago, as advertising counsel.



Put Teeth
in your
Advertising



Produce a by Litho Your Product

A most effective form of advertising is a series of letters. But for special selling drives during impending slack periods, it often keeps production gears spinning. Your graph for a few months — a series of letters to certain selected prospects — might be just the means of keeping your plant busy when you need it most. Don't forget —


Litho

Advertising that pro



PHONE FOR A L

He can create, if you request it, effective advantage when you are ready for your letter



a Campaign ogy ~ keep ct ears spinning

But—use as neat a lithographed letterhead as you do for your regular correspondence; or a series of special lithographed letterheads in one or more colors.

Don't overlook other forms of Lithographed Advertising—direct mail, posters, store displays, blotters, labels, cartons, bands, wraps, greeting or post cards, metal packages, and photo lith.

omphy

that through to sales

L I T H O G R A P H S A L E S M A N

...tive ...ial sales drives. He can work with you to
...our ...r letterheads, envelopes, or billing forms.

© LNA, Inc., 1927

Advertising that follows through to **SALES**



Your letter, folder, greeting or
post card *in the home*



Your label or carton—
the *actual sale*



Your outdoor advertising
on the way



Your inside store display
at the point of sale



Your window display
at the dealer's

*M*ake it a practice to call freely upon your lithographer for advice. A competent representative will gladly discuss with you any problems you may have.

Committee for Advertising Lithography
104 FIFTH AVENUE, NEW YORK CITY

Lithography

Litho. in U. S. A.

When Sales Arguments Are in the Way

Is It Worth While to Emphasize Leadership and Other Intangibles at the Expense of Tangibles?

By B. F. Berfield

FOR the moment I'm in a state of confusion. I'm trying to harmonize, well, let us call it my semi-professional knowledge of advertising with my consumer's knowledge of what it is that makes me buy.

The other afternoon I was studying some advertisements when I came to a particular bit of copy that filled me with a deep, gnawing irritation.

"Contentment with mere leadership never held the heights of universal acknowledgment," I read and found myself suddenly angry.

"That may be advertising," I thought, "but it isn't selling."

I tried to figure out just what I'd do if I entered a salesroom and a salesman greeted me with, "Hello, Mr. Berfield. Contentment with mere leadership never held—" No, I couldn't visualize it. Salesmen don't talk that way.

Therefore I took my grievance to Bell, who was writing advertisements when Dewey sailed up Manila Bay. Bell listened sympathetically.

"You don't seem to understand," he said patiently. I admitted that I didn't and begged for enlightenment.

"It's this way," explained Bell. "Advertisements can't talk as salesmen talk. The salesman has an hour for every minute allowed the advertisement. Therefore it's absurd to feel that you can make an advertisement converse in the salesman's patter."

"Therefore," I countered, "since the advertisement has so little time to say so much, why waste that little time talking about contentment with mere leadership?"

"Again you miss the point," Bell objected. "You miss the point that while the advertisement must tell its story briefly it can tell it a great many times a year. The

salesman, on the other hand, may talk to his prospect only once or twice.

"You overlook another point," he continued. "That point is that the salesman's talk is really the body of the sales process—if you consider selling as a complete process. Therefore the advertisement is a prelude, an introduction to what the salesman is going to say afterward. It is therefore quite proper that the advertisement should dwell on certain intangibles which the salesman cannot mention."

"Admitting all that," I admitted, "I don't agree with you that the proper kind of an introduction deals with intangibles alone."

DIVIDING THE SALES STORY INTO PARTS

"Let's go back to the beginning," he said. "You, as a manufacturer, have a sales story. It is composed of a great many parts. If you make an automobile, for instance, one part of your sales story deals with pistons, saddle spring seat cushions, ventilated crankcase, etc. Another part of your story deals with beauty of line. Another deals with speed, another with the phrase you objected to so much, 'mere leadership.' As a salesman you can size up each of your prospects. To the woman you may talk of beauty of line and ease of handling. To the mechanic you may talk of invar strut pistons. To the—"

"But who," I interrupted, "is going to be impressed by blah about mere leadership?"

"Everyone," answered Bell. "That is one of the intangibles about which you must talk from time to time. Everyone in his heart is interested in owning the best thing he can get for the price. A great many people buy automobiles not because they know any-

thing about them but because the man next door has an automobile and has derived a great deal of pleasure from it. They talk glibly of Buicks or Chevrolets partly because they have seen advertisements for these cars, partly because they know something about the performance of these cars and partly because so many people own Chevrolets and Buicks. The same thing applies to a great many other things we buy; vacuum cleaners, breakfast foods, radios. Therefore what you call the intangibles are of real import."

"I wonder," I interjected, "just how important they are. I admit that your theory is excellent. I admit that the whole sales story is made up of little sections and that, as a rule, each section will make a subject for an advertisement. Theoretically, then, we should trot out each little section at a suitable interval and let it strut its way through an advertisement. That's what you mean?"

"Something like that," agreed Bell. "Only I sense by your tone of voice that you would like to be ironical."

"No," I objected. "It isn't that. I'm just not quite in agreement and when I don't agree I'm human enough to show it."

"Since you don't agree," suggested Bell, "suppose you tell me your theory."

"With pleasure. With you I'll examine this box of objects called the whole sales story. Here on top I see a pretty important object. Since we were talking about automobiles let us assume that the important object is called 'mechanical features.' Right over here in another corner of the box is another large object called 'improvements.' And so let us go down through the box. Tucked away here in the corner is a little object that is pretty nearly lost. It is called 'leadership.' Now I can tack this 'leadership' to some other object and it becomes of attributory importance. Alone, however, it isn't worth a great deal."

"Don't forget," interrupted Bell, "the famous Cadillac copy on leadership."

"I don't," I admitted. "That was

a good advertisement. Maybe it's the exception that proves the rule. It was vicious, in its way, too, since so many have tried to imitate it until they have parodied it. To read it today makes you think of the old familiar remark about 'Hamlet' being so full of familiar phrases. Also, if you'll notice, Cadillac hasn't spent its life dwelling on that particular piece of copy. Also Cadillac is Cadillac and not Chevrolet or Essex or Pontiac or Whippet. But that is all beside the mark."

"It is my theory that some of the objects in my box are so important that they demand a lot of explanation. Others are so incidental that they never deserve a place to themselves and should be used purely as attributaries."

HOW WOULD YOU ADVERTISE A CAR?

"Suppose, to stick to the automobile business, I were bringing out a new car. Should I do as Chrysler has done recently, write an advertisement which gives a complete picture of the car? Or should I do as another manufacturer did and point out that my factory has always made good cars and my new car is just another evidence of how good we are? That manufacturer, as I remember somewhat imperfectly, gave the impression that the plant is stopped and three cheers given every time a designer gets a new idea. Now that is pure blah and it doesn't sell."

"I'm with you all the way on that," agreed Bell. "All the way. I don't want to be misunderstood. I like copy with a real facts slant. Only I don't like it all the time. I like the type of copy that the second manufacturer used if it's used sparingly."

"And there is one trouble," I added. "Some manufacturers don't use it sparingly. They are so pleased with their talk of leadership and craftsmanship that they never bother to talk about inverted strut pistons or four-wheel brakes. They just go on imitating themselves and get nowhere. But let me continue."

"It is my conviction that an advertisement is designed to sell. It

"ACCEPTABLE COPY"

To produce "acceptable" copy is an elementary task. To measure up to McJunkin standards, however, copy must possess qualifications imparted by experiences, contacts, thought and inclinations peculiarly fitting the writer to the situation at hand. In the assignment of copy requisitions this agency exercises discrimination reflected in an outstanding record for long retention of accounts.

McJUNKIN ADVERTISING COMPANY

DOMINANT IDEA ADVERTISING

228 NORTH LA SALLE STREET AT WACKER DRIVE
CHICAGO .

is also my conviction that selling is a job based on concrete facts. I believe that people want to know why a product is good rather than that it is good. I agree that an advertisement can talk twelve, or twenty-six, or fifty-two or three hundred and sixty-five times a year, but I feel that it should talk something besides intangibles every time it talks. If you can write an advertisement which makes an intangible convincing, go to it. But if you can, you're the one man in 10,000. I know that some optimists claim that just putting your name on a full page and running that full page often enough will sell your product. Maybe it will. But it won't sell your product with anywhere near the speed of a series of advertisements with your name and a reason why people ought to buy.

FACTS WANTED

"I can't agree with your theory that the in-between advertisements should deal with intangibles. Perhaps I'm stubborn. Perhaps I'm a careful buyer. But the advertisement that impresses me is the advertisement that tells me something about the thing it wants to sell me—something beyond the fact, to stick to the automobile, that the company has leadership and that the car is the fastest on the road. I want to know in hard facts just why the company has leadership and just why the car is fast and just why it will stand up under hour after hour of its speed. And the mere unsupported statement that it will stand up is just about as impressive as the man who knows he's good because he's self-made."

Bell was smiling.

"After all," he said, "we're both talking about the same thing. Our only point of difference is in our conception of what will sell. I think the thing you call 'blah' has a sales influence."

"I don't," I snapped. "And never will. And furthermore I think that fellows like me are in the majority and that every time you run one of your intangible advertisements you are using a small calibre rifle where you ought to be

using a shotgun with a pretty big spread. For every one who is impressed by an intangible, there are a thousand who turn from it in disgust.

"And in conclusion," I continued, "let me make myself clear. We've stuck to automobiles because they happened to be a handy hook to hang our talk on. But the automobile advertiser is no worse an offender than other advertisers. The only difference is that the automobile fellows have been criticized a little more."

And so we ended our talk. I don't think I did much to change Bell's point of view and I know that he didn't do much to convince me, but I am confused. I'd like to agree with Bell because some of the copy that deals with intangibles represents some mighty fine writing. I still think that fine writing is poor salesmanship unless it's in the hands of a genius.

Sears, Roebuck Advertise New Retail Store

For a week prior to the opening last weeks of the Sears, Roebuck retail store in Milwaukee, in a northwest side residential and small shop district, J. F. Slauf, general advertising manager of Sears, Roebuck & Company, and O. S. Ross, advertising manager of the new Milwaukee store, worked together in a daily campaign of full-page newspaper space in every Milwaukee daily.

"Our difficult task was to get over the message that the store is a retail department store, and not a sample room for mail-order merchandising to the consumer," said Mr. Slauf. The copy used told how every one of the 35,000 items in the mail-order catalog could be purchased at the new store, just as merchandise is purchased in any department store, and extended as invitation to the public to visit the store.

Clerks were specially instructed not to molest or "follow-up" persons who came in only to look. Most of the introductory advertising and promotion centered on getting persons into the store.

General Motors Report Record Overseas Sales

The General Motors Corporation, Detroit, reports that during the first six months of this year the sales of cars to overseas dealers were the largest in any half-year in the company's history. The total for the six months ended in June, was 92,452 cars and trucks, against 63,797 in the first half of 1926, an increase of 44.9 per cent.

KNOWN MERIT



DOROTHY CANFIELD

Special Articles



The Biggest

Way



September Issue ever published!

ADVERTISERS invested more money in the September issue of GOOD HARDWARE than any previous September issue in its history.

Manufacturers are turning to GOOD HARDWARE because it gives them what they can get in no other publication — complete coverage — pocket size — more proved readers than any other hardware magazine has ever had.

TRADE DIVISION

THE BUTTERICK PUBLISHING COMPANY

79 Madison Avenue, New York City

Gain over 1926 — 9%

Gain over 1925 — 21%

Gain over 1924 — 52%

An Advertising-Sales Market



Women in the smaller towns wear silk hosiery—drive automobiles—use cosmetics—buy food products and toilet articles in much the same way that their sisters do in the cities.

The same human impulses affect their purchases as to quality—price and brand. Your advertising will have the same result—if they see it?

700,000 families in smaller town America are susceptible to your influence through their favorite publication.

The HOUSEHOLD JOURNAL

IRA E. SEYMOUR, *Advertising Manager*
BATAVIA, ILLINOIS

Chicago Office
Rhodes & Leisenring, Managers
Bell Building, 307 Michigan Blvd.
Central 0937

New York Office
A. H. Greener, Manager
116 West 39th Street
Room 825

CHARTER MEMBER OF AMERICAN HOME MAGAZINE PUBLISHERS

Putting More Life into Life Insurance Advertising

The Phoenix Mutual Decided That People Are More Interested in Getting Fun Out of Life Than in Death and It Changed Its Copy Keynote Accordingly

By James A. Whitmore

Agency Manager, Phoenix Mutual Life Insurance Company of Hartford

WITH only about one-fourth as many men as we had in the field in 1913, our present selling organization is producing nearly four times as much business as it did fourteen years ago. To be specific, in 1913 about 1,700 unskilled representatives produced approximately \$21,000,000 of business as compared with more than \$75,000,000 worth produced last year by about 460 men.

This astonishing result is due in no small degree to the increased efficiency of our sales force, but it is also due to the introduction of numerous selling aids, such as our direct-mail advertising, advertising novelties, a home budget service, and others. In other words, in the field of selling an intangible product like life insurance, we have successfully applied principles that have proved themselves in the marketing of tangible products.

And that same line of thought eventually led us to national advertising. It was not enough that our men were better equipped, more capable, and that they were making more calls per day. So long as the public mind remained the same, so long as the public remained ignorant of what had taken place, our internal improvements could not possibly function at their fullest efficiency. We had to find a way to broadcast our story and to teach the public what it ought to know about life insurance.

I fear, however, that in the beginning we put too much emphasis upon the "what." Remember, we were without experience and without precedent. We had set out along a path where there were no clearly defined guide posts. Our

chief inspiration was the idea that if we could only get the public to know *what* we knew about life insurance and the merits of our own methods of doing business, most of our selling problems quickly would be solved.

But we didn't reckon fully upon whether the public would be of the same frame of mind.

We bravely began our campaign. And for almost three years we placed "What" copy before our readers. We told them *what we thought* they ought to know about life insurance and our able life insurance counselors, instead of showing them *why* they ought to be interested in life insurance.

For example, we said to them:

This is the attitude toward life insurance in which representatives of the Phoenix Mutual are steeped; that the arrangement of life insurance is a serious business; that it deserves skilled and trustworthy counsel; that it must be based on desire to serve with fidelity the highest interests of the insured.

And this:

When life insurance is considered in its true place as a part of the business of living, having to do strictly with life and its contingencies, then it assumes an importance you have perhaps not accorded it.

Four years ago, everybody believed that such copy was necessary to preserve the dignity and the prestige of so old and so conservative an institution as the Phoenix Mutual. Like the bankers of old, we were high-hatting everybody—including ourselves.

But it was wonderfully impressive advertising. There is no question about that. It did the business of life insurance a lot of good—and it was most helpful to our company in particular.

When the wind blows, however,

Portions of an address delivered September 14 at the convention of the Financial Advertisers Association.

the proverbial straws are always there to show its direction. It was not long before we began to get certain impressions which represented the true reaction of the public to our advertising. I remember, for example, one piece of copy which began:

"He that hath wife and children," wrote Sir Francis Bacon, "hath given hostages to fortune."

And I remember the caustic comment which came to us from one gentleman to the effect that "the public is more interested in liver and bacon than it is in Sir Francis."

As a result, a distinct change was made in the theme of our advertising. Soon the public began to read such messages as this:

In the brief space of half an hour, a happy little family of three was reduced to a grieving one of two. "His girls," he had always called them. And now he was called away without so much as a good-bye kiss.

And still later on:

Are you supporting your wife? Certainly you are—now! You give her everything you can. You are planning big things for the children—they're to have the advantages that very probably were denied you. Supporting them, you'd work twice as hard—to keep them from want.

But what will happen when your work is done—when you are no longer here? Will you then be supporting them?

You can readily see what long steps have been taken. We had begun by trying to tell the public *what* we wanted them to know about life insurance, but our voice was still weak and throaty—cramped by the height of our collars and the stiffness of our shirt-fronts. Then we began to get the milk of human kindness and sympathetic understanding into our messages about this warm and friendly thing called life insurance.

But we still had a long way to go—and no doubt the end is not yet in sight or every day we are learning more and more about our advertising.

We continued to get impressions, vague but significant. Incidents of various kinds induced us to think more and more seriously about the possibilities of turning our pres-

tige-building campaign into an actual, direct-selling effort. And once again we sought to apply to our own problems lessons which had been learned in the field of selling tangible products.

We approached our problem by analyzing who our real competitors were. We found that they were not our neighbor companies, not banks nor trust companies, and not investment houses. We became convinced that the money which was not—and yet ought to be—invested in life insurance was being spent for automobiles, radios, and countless other things that make for more fun in living. This gave us our cue. To meet it we would have to greatly strengthen our appeal. We would have to do away with sales messages that brought tears to the eyes and suggested the awesome approach of the hearse.

We were persuaded that people were not interested in death, but in life. They didn't like to think about death and, still less, to read about it. They were interested in success, in getting rid of money worries, in getting more fun out of life right now. And so we decided to put more of life in life insurance.

Deep as our convictions were, however, we did not intend to approach our problem blindly. It took a lot of courage, but we finally decided to key our copy and, through the use of coupons, make as many direct and immediate sales as possible. But, more important still, was our intention to use the coupons to ascertain certain facts that we wanted to have confirmed or disproved in regard to the mediums we were employing and the type of copy used.

Here are some of the results:

In our first two pieces, we decided to present our new idea in its most extreme form. The caption of the first was:

"Which of these things do you want most?"

The caption of the second was:

"You can have the things you want."

In both we showed a picture of a man looking at his home and a car. In very fine italics beside

The Vigor of Youth *—the Wisdom of Age*

During its long history the Boston Transcript has been singularly immune from fads, from high pressure practices, from anything the most rigorous moralist might hold to be against the highest ethics of newspaper publishing.

The best element in Boston knows that this policy of well-bred poise has in no way dimmed the Transcript's reputation as one of America's outstanding newspapers. The Transcript combines the vigor of youth with the wisdom of age.

*To reach Boston's best buyers, the
Transcript should be first on your list*

Boston Evening Transcript

Highest ratio of BUYERS to readers

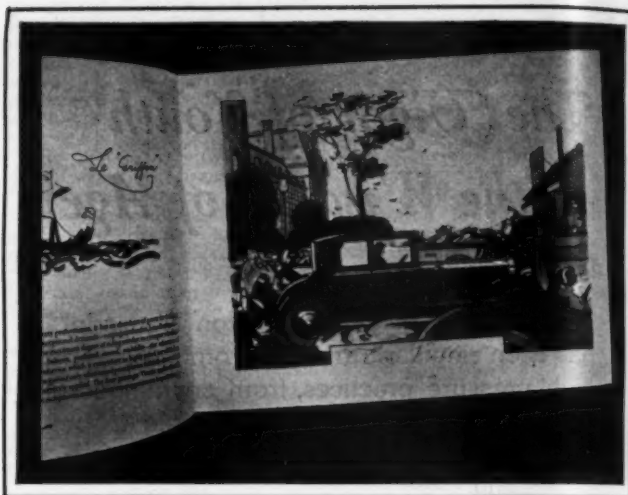
National Advertising Representatives

CHARLES H. EDDY CO.

Boston New York Chicago

R. J. BIDWELL CO.

San Francisco Los Angeles



"Old R. K. insists that we must build the finest piece of sales literature our industry has ever had," said the advertising manager.

"Have you seen the LaSalle book?" asked his assistant. "It may give you an idea. That LaSalle book is modern, beautiful, sparkling. It fits the LaSalle car exactly."

"Who produced it?"

"Evans-Winter-Hebb, the Detroit organization. They planned it and wrote it. Wilson made the illustrations. It seems to me that Evans-Winter-Hebb could do something just as suitable for us."

"I'll ask them to talk it over with us."

EVANS-WINTER-HEBB Inc. Detroit

820 Hancock Avenue West



The business of the Evans-Winter-Hebb organization is the execution of direct advertising as a definite medium, for the preparation and production of which it has within itself both capable personnel and complete facilities: Marketing Analysis • Plan • Copy • Design • Art • Engraving
Letterpress and Offset Printing • Binding • Mailing

each picture we wrote this: "Every man wants to own his own home and have a car," and then, in the advertisement itself:

Your interest is in life. In success. In getting the things you want. Most of all, probably, you want happiness and success for your children. There is a way to secure every one of these things. Send for the booklet, etc.

That booklet frequently has been commented on as "The best little book on life insurance that ever has been written." It is divided into brief chapters and it is generally illustrated with happy, folksy pictures. It reads almost like a story book, beginning as it does with a sprightly conversation between two men. There is talk about the radio, talk about the things men want to do for themselves and their families. Finally, when we come in the last part of the booklet to the place where we speak about our representative we say: "His whole idea of life insurance is to put the emphasis on the life—on the things that make for more fun in living, for freedom from worry, for larger success."

Now don't get the impression that we are advocating a care-free, irresponsible existence. Not at all. What we are trying to say is that in the life of every man is much of joy and much of sorrow, that there are pleasures as well as great responsibilities and that, insofar as a man has not shirked his responsibilities but has faced them squarely and provided against them through the great agency of thrift called life insurance—just so far as he has done that has he earned the right to get more fun out of life, to be free from worry, to be on the way to larger success.

So, you see, we have abandoned the "What" copy for the "Why" copy. Instead of having to tell him what we thought he ought to know, we are telling him why it is to his advantage to ask for information about this wonderful, living and breathing thing called life insurance—this friend of the family pocketbook which he has been overlooking for so long.

Frankly, we reached too far in those first two advertisements.

They produced a high quantity of leads and a low percentage of sales. But this was as we had anticipated.

In our next piece of copy, we decided to resort to the theme of our previous advertising campaign in order to find out the strength of an advertisement built entirely around the type of life insurance counselor which we had developed. Its caption was: "Some day you will meet this man," and, in it, we described not only his worth but the service he was prepared to render. Thus, we harked back to "What" copy—and it fell decidedly flat.

In the next piece of copy we ran what we believed to be the soundest presentation of the new idea. From its very caption: "Get rid of money worries for good," to its very last line, it was packed with human interest and its appeal went straight to the spirit of the modern age. "Two men were talking in a clubhouse reading-room."

"Everything is going pretty well with me—now," said one of them. "I make enough money to pay the bills, enough even to take a vacation now and then. But I sometimes wonder how it would be if anything happened to me. I know perfectly well the house might be sold, my son taken out of school."

The other man smiled. "That is just the way I was fixed," he said. "And then a funny thing happened. I answered an advertisement and got hold of a copy of the Phoenix Mutual 'Prosperity Plan'; maybe you have heard of it. I filled it out. I was paying 6 per cent interest on our mortgage at the time. The Phoenix people showed me how, by paying only about 1½ per cent more, I could fix it so the bank would hand the home over to my wife clear of debt. That was the end of that worry."

"They made a special arrangement; they would put Jimmy through college. That fixed that. And just recently they fixed up what they call an Income Agreement and now the family will have an income of \$100 a month after I am gone."—and so on.

Wouldn't you like to make your life plan financially fool-proof? Wouldn't you like to get rid of money worries for good? You can.

This piece of copy has proved to be our strongest in both the number of leads received and in actual sales made. Other advertisements we have used have approached this one in results, but none has exceeded it. To us it is

conclusive proof that when the copy appeal is right some amazing results follow. It is also conclusive proof that we can improve our results in the future as we gain experience.

For example, there is another advertisement which has been almost equally successful. Its caption is: "When you are sixty-five we put you on our pay-roll," and the picture shows a happy, care-free old gentleman receiving his monthly pay check from the postman. This advertisement has further proved our theory, especially when you take into consideration that, on a few occasions when we deliberately reverted to the "What" copy or, in one instance, to the "Death" appeal, the answers fell off alarmingly.

As a sales manager, I am conscious of a great debt to advertising. Though our experiments in national advertising are in their infancy, we have learned much. Through the use of coupons we have not only discovered that there are great possibilities for developing the field of financial advertising and making it more effective, but there is a definite way to accomplish it. Already, experience gained from our advertising is affecting many of the other things we are doing. Even our salesmen are talking a new and more effective language.

Further than that, our national advertising in twenty-seven magazines has carried the best life insurance messages we could create to more than 15,000,000 readers, with the result that the Phoenix Mutual is now more widely and more favorably known throughout the country—a decided asset to salesmen, to whom the question of reduced sales resistance is all important. And finally, in a little more than fourteen months, our advertising has produced more than \$2,000,000 of life insurance, sold directly to coupon prospects.

In speaking in some detail of national magazines, now the backbone of our medium list, there is no intent to overlook the daily newspaper. For nearly two years now, we have been carefully experimenting with newspapers and

certain metropolitan dailies have repeatedly produced results for us, both in inquiries and cost of sales, that will challenge the best publications on our list. We shall count it a fortunate day when we shall have worked out a practical method of using it to its full effectiveness in the spreading of our message.

Death of Lewis J. Mulford

Lewis J. Mulford, president of the Jewelers' Publishing Corporation, New York, publisher of *The Jeweler's Circular*, died on September 12, at Montclair, N. J., in his ninety-third year. Mr. Mulford, who was called the dean of the manufacturing jewelry trade in the United States, entered the jewelry business in 1851, establishing his own business in 1865.

In 1884 he joined the New Haven Watch Company, New Haven, Conn., predecessor to the Trenton Watch Co. In 1887 Mr. Mulford became associated with *The Jeweler's Circular Publishing Company* and, in 1898, was elected president. He retained that position until this year when the company was succeeded by the Jewelers' Publishing Corporation, at which time he became president of the new company.

Mr. Mulford was also one of the organizers and president of the old American Trade Press Association, an organization of business, trade and technical papers.

Purchasing Agents' Views on Industrial Copy Found Helpful

HAZARD ADVERTISING CORPORATION
NEW YORK, SEPT. 16, 1927.

Editor of PRINTERS' INK:

I read *PRINTERS' INK* regularly, and with reasonable thoroughness. I cannot recall, however, when I have read an article from which I got as much as I did from reading Mr. Hitchcock's "The Purchasing Agent Looks at Industrial Advertising."

If they are available I could use a half dozen copies of your issue of September 15, or clipped copies of this particular article.

HAZARD ADVERTISING CORPORATION,
C. H. HAZARD,
President.

New Accounts for Grand Rapids Agency

The Alsteel Manufacturing Company, Battle Creek, Mich., and the Tylet Sales Fixture Company, Muskegon, Mich., have appointed the H. & J. Stevens Company, Grand Rapids, Mich., advertising agency, to direct their advertising accounts. Business papers and direct mail will be used for both accounts.

YOU are certain of your money's worth in Good Housekeeping. At least that is the impression one gains from the number of successful advertising agents who place their clients' advertising in it.



**LORD & THOMAS and
LOGAN, Inc.**

*have bought OCTOBER Good
Housekeeping for the
following accounts;*

American Brass Co.
Brunswick-Balke-Collender Co.
Edison Electric Appliance Corp.
Electric Vacuum Cleaner Co.
General Electric Co.
Kleenex Co.
Kotex Co.
Pepsodent Co.
Quaker Oats Co.

*The George Batten Co., Inc. are
will represented in October Good
Housekeeping, too. Their accounts
will be listed next week.*

GOOD HOUSEKEEPING

CHICAGO

BOSTON

NEW YORK

SAN FRANCISCO

Both doors must be open

THE advertiser who brings his wares to the Boston market is confronted with a unique situation. Surrounding Boston is the second most densely populated trading area in America; nearly three million people live within an hour's ride from the heart of the city and over half of them make their homes less than thirty minutes away from city hall.

This great population forms one of the few major key markets that must be included in any selling plan aimed to hit the country's high spots, but—and here is where Boston differs—the people of Boston are divided into two separate and distinct groups because of differences in heredity, sentiment, association and environment.

Notable advertising successes have been won in New York, Chicago, Philadelphia and other large key markets through the medium of one newspaper in each city, but not in Boston. The separation of its people has created in each group definite preferences that extend even to their choice of newspapers. For that reason no one Boston newspaper can be so conducted as to satisfy both groups. It is just as reasonable to hope to cover both groups of Boston's divided population through the advertising pages of one newspaper as to expect to drive a car into

B O S T O N H E R A L D

Advertising Representative:
GEO. A. McDEVITT CO.
250 Park Ave., New York, N. Y.
914 Peoples Gas Bldg.,
Chicago, Ill.



For six years the *Herald-Traveler* has been first in National Advertising, including all financial, automobile and publication advertising, among Boston daily newspapers.

Adver-
GEO
250 Par
914

ened to enter Boston

a garage with one door closed. It can't be done.

There are four daily newspapers of major importance published in Boston. Three of them seek the favor of one group. These three newspapers are similar in almost every respect—in typographical appearance; in their methods of news emphasis and in their editorial policies.

The Herald-Traveler serves the *other* group and differs from all three of its contemporaries in dress, in news emphasis and in editorial policy. As a result, the Herald-Traveler has no counterpart among Boston newspapers and so its circulation represents that market group reached by no other paper.

And the Herald-Traveler group is the more important advertisingly. It is the group of greater per capita wealth and buying power; its members buy luxuries as well as necessities; it embraces all phases of Boston's industrial, commercial and social life. It is the group that is served by the Herald-Traveler and by the Herald-Traveler alone.

Complete coverage of the Boston market demands that both groups be reached effectively—the Herald-Traveler for the more important group and one of the other Boston newspapers for the other.

D - T R A V E L E R

Advertising Representative:
GEO. A. McDEVITT CO.
250 Park Ave., New York, N. Y.
914 Peoples Gas Bldg.,
Chicago, Ill.



For six years the Herald-Traveler has been first in National Advertising, including all financial, automobile and publication advertising, among Boston daily newspapers.

DEPARTMENT STORES *in* LOUISVILLE, KENTUCKY



used **3 TIMES** as much
over *lineage*

in The Courier-Journal and Times
in August as they did in the other
Louisville Newspapers!

ADVERTISERS who go after Business in the Big Louisville Market are rarely ever disappointed. Space Buyers would find their task *Dead Easy* if the Newspaper situation in every city was as ideal from the Advertisers viewpoint as it is in Louisville, Kentucky. At one, economical cost, you can thoroughly cover this Prosperous, Growing Market—put your sales messages in the hands . . . before the eyes . . . of over 500,000 progressive people.

Department Store Advertising in Louisville far surpasses in volume any other class of advertising. Results must be direct and of profitable proportions to satisfy these giants of Modern Retail Business. They buy advertising **ALWAYS** on a basis of **RESULTS**! The Courier-Journal and Louisville Times published over three times as much Department Store Advertising during August as the other Louisville Newspapers!

over
130,000
Sunday

over
155,000
daily

The Courier-Journal THE LOUISVILLE TIMES

Member of the 100,000 Group
of American Cities

REPRESENTED NATIONALLY BY THE S. C. BECKWITH SPECIAL AGENCY

Litigation on "4711" Trade-Mark Involves Secret Formula

Injunction to Stop Infringement by Original Maker Denied to Purchaser of Business from U. S. Government

A PRODUCT made in accordance with a secret formula and advertised with a trade-mark over a long period of time, conveys to the public the impression that any item advertised under this trade-mark is of the same formula and manufacture as the public has customarily received. The use of the trade-mark on any other product similar in nature, but not identical, involves misrepresentation.

Accordingly, a manufacturer acquiring a long-established trade-mark, and not also coming into legal possession of the secret formula of the product, on which its manufacture is based, will have difficulty in getting legal redress from infringement by the possessor of the original formula. Further, use of the trade-mark by the new owner on a product made from other than the original formula involves an attempt to palm off a substitute on the public.

This, in substance, is an interpretation of a ruling handed down last week by Federal Judge C. J. Mack in the District Court of the United States for the Southern District of New York. The litigation involved a plea for preliminary injunction by Mulhens & Kropff, Inc., to restrain Ferd. Muelhens, Inc. (also known as Mulhens) from use of the trade-mark "4711" on eau de cologne.

In denying the preliminary injunction, the case records a precedent in that it holds that the purchaser of the "4711" business from the United States Government has no right to use the trade-mark which was the principal asset of that business.

This numerical trade-mark has its origin in the fact that 4711 Glockenstrasse, Cologne, has been the place of manufacture of eau de cologne by the Muelhens family since 1792. The product is made from essential oils dissolved in the proper amount of alcohol, pursuant

to a recipe transmitted from father to son and kept secret at all times. This is stated on all labels and is and has been advertised so extensively that the business has become world-wide under the 4711 mark.

In 1878, William Kropff, now president of Mulhens & Kropff, Inc., the plaintiff, came to the United States as American distributing agent for Muelhens, becoming associated as a partner with Ferdinand Muelhens in 1889. Under the agreement, the recipe remained a secret with Muelhens, who had the right to take over the business in case of dissolution.

AMERICAN BRANCH SEIZED

The trade-mark was registered. Subsequently with the outbreak of war, the American branch of the business was seized by the Alien Property Custodian. Settlement was made by him and Kropff, who took over Muelhens's interest in the business. The business was reorganized as Mulhens and Kropff, although Muelhens was not a partner and continued the use of the 4711 trade-mark. After the war, it is alleged, Muelhens sought to re-enter the business, failing which he formed Ferd. Muelhens (not Mulhens). His use of the 4711 trade-mark which led to controversial copy as to the authenticity of the genuine product, resulted in the plea by Kropff's firm for an injunction. A violation of Federal trade-mark laws was charged.

For the purpose of the motion, Judge Mack, although he does not determine, assumes that the assignment to Kropff vested him with legal title to the trade-mark and the good-will of the business conducted by the partnership before the war.

The Custodian, Judge Mack holds, did not expressly purport to seize or sell the secret recipe, which did not belong to the partnership, was not known in the

United States and was not part of the good-will of the business itself. As in the case of a voluntary sale, Mulhens & Kropff contend that, under the Trading with the Enemy Act, the obligation to reveal the secret essential to carrying on the business sold and to the proper use of the trade-mark transferred, must be implied if not expressed.

If a business, voluntarily sold, depended upon revealing a secret process, in the opinion of Judge Mack, the obligation of the seller to make such revelation, would depend on an agreement to that effect, either expressed or implied. The Trading with the Enemy Act could not, he holds, force such an obligation on a non-resident who made no such agreement inasmuch as jurisdiction only applied to his property in this country and not to him.

Had Kropff knowledge legitimately or wrongfully, of the true formula, Judge Mack said, he should have given this information to the Custodian as property of an alien and, thereafter, acquired it through settlement.

"Plaintiff may have some part of the secret," reads the decision, "but it does not appear to have the entire secret. Plaintiff's product may or may not be as good as the original 4711; it is not, however, the original. Notwithstanding this, it has persistently advertised the product as if it were the original, by asserting in broadest terms that its product is made according to the original recipe.

"It may well be that some improvements through changes in the formula by the owner of the trade-mark and the recipe, although not advertised, will not preclude him from protecting his mark as against infringers. Coca-Cola Co., vs. Koke Co., 254 U. S. 143. In this case, however, the decision continued to state, "plaintiff is attempting to palm off a substitute article under what I must at present deem the false claim that it knows and has the original recipe.

"If plaintiff has acquired the

trade-mark in connection with the business, it nevertheless cannot properly use it so as to lead the public to believe that the product sold by it is identical with the product for which the mark originally stood. *Bourgeois vs. Katzel*, 260 U. S. 689, is beside the point here involved. That case held only that when the American trade-mark has been sold and is being here used on the original article, the foreign vendor cannot, even on identical goods, use that trade-mark in this country in violation of the original vendee's rights."

Because of the many questions raised, both as to law and facts, Judge Mack decided that no injunctive relief should be awarded prior to a full trial.

Chicago Advertising Council Plays Golf

The September tournament of the Advertising Council of the Chicago Association of Commerce was run off at the Green Valley Country Club on September 15. First prize went to Joseph Triner for low net score in Class B and low net for the day. Mr. Dorstowitz turned in low net score in Class A, while Caswell Jones turned in low gross score for the same class.

Low gross in Class B was shot by Russell Agnew. Winners in Class C were Evan Leslie Ellis, low net, and E. P. Mueller low gross; in Class D, C. B. Krueger low net, and W. R. Marshall low gross. Mr. Triner's victory gives him two legs on the Advertising Typographers' Cup, which, if won once more by him, gives him permanent possession.

E. E. Garrison with Lesan-Carr Agency

E. E. Garrison, publicity director and acting secretary of the Bradenton, Fla., Chamber of Commerce, has joined the staff of the Lesan-Carr Advertising Agency, St. Petersburg, Fla. Previous to moving to Florida, he was with the General Motors Corporation in New York and Detroit and with Durant Motors, Inc., in New York.

Gotham Hosiery Appoints Katherine Gimnane

Miss Katherine Gimnane, of the advertising department, has been appointed advertising manager of the Gotham Silk Hosiery Company, Inc., New York. Gold Stripe and Onyx hosiery. She formerly was engaged in sales promotion work for the Gotham company.



ASSURED

For the next 12 months
A Minimum Circulation of

31,000

Net Paid Daily Average

The members of this audience are dominant factors wherever they are—key people in every community, who know what they want and who have the means to supply it.

They have selected the United States Daily as the one medium which furnishes the comprehensive, authentic information which their national interests demand.

More than 99% of them have subscribed by mail—most of them for long terms—paid in advance.

* * *
In The United States Daily you have, for the first time, an advertising medium which reaches every day the most influential audience in America.

*Sell Influential America
And You Sell All America*

The United States Daily

Established March 4th, 1926

*The Only Daily Newspaper Devoting Itself Entirely to the Official News
of the Government*

DAVID LAWRENCE
President

Washington

VICTOR WHITLOCK
Vice-President and
Director of Advertising

New York Office:
52 Vanderbilt Avenue

Chicago Office:
London Guarantee Bldg.
Member A.B.C.

Detroit Office:
Dime Bank Building

Getting the Feminine Appeal



rather
statisti
ally 75
woma
of mak
Ever
gner i
For e
of toda
on of
to intr
eminin
If it
fine ap
an any
to leav

Got sy
lease
But
uavely
ored, n
out in
nd lar
You
mbed
raugh
hane v
And
heavy
piece o
eminin

CLIEN
BAUER
KUPPEN

LE

Real into Automobile Advertising

rather may deny it . . . but the statistics are against him. In fully 75% of all automobile sales woman's fancy sways the choice of make and model.

Every modern motor car designer is alertly aware of this.

For every successful motor car of today is an eloquent expression of the designer's artful aim to intrigue and captivate the feminine eye.

If it is important to put feminine appeal into the car itself, can any motor car maker afford to leave it out of his advertising?

Not synthetic feminine appeal, please note you.

But feminine appeal that is suavely *natural*; smartly tailored, not alone in pictorial garb but in the fashion of its thought and language.

You cannot make a lithe-embred thoroughbred out of a draught horse by braiding the mane with pink ribbon.

And you can't transform a heavy-handed, unemotional piece of copy into a winsome feminine appeal by simply em-

bellishing it with a picture of a pretty woman.

Real feminine appeal must be *inbred* in an advertisement; in its idea, its message, its whole mode and manner. It can't be tacked on, as an afterthought, by physical frills and fripperies.

The sales manager of one of Detroit's greatest automobile concerns asked us the other day:

"Will some automobile advertiser be smart enough to find a message to women equal to the soapmakers' 'The Skin you love to touch'?" That's not such a far-fetched question either.

For it isn't a far cry from the selling of beauty-soap to the selling of automobiles.

The same emotional ingredients must go into both jobs.

A good cosmetic salesman should make a crackerjack salesman of automobiles to women.

And the man or organization successfully advertising perfumes, cold creams, toiletries and silk stockings, is eminently qualified to advertise automobiles to women.

CLIENTS: INTERNATIONAL SILVER COMPANY (1847 ROGERS BROS. Silverplate); MAURER & BLACK; ELGIN NATIONAL WATCH CO.; F. LORILLARD CO.; THE HOUSE OF KUPPENHEIMER; SCRIPPS-HOWARD NEWSPAPERS; REID, MURDOCH & CO. (for 1928)

LENNEN & MITCHELL, INC.

*An advertising agency serving a limited number
of large-volume advertisers*

17 EAST 45TH STREET, NEW YORK CITY



He Hatches 2 Million Chicks a Year— And Has a Whale of an Income



Manuel Drumm, Columbia, Mo.

Mr. Drumm is just naturally too busy to do much reading except the poultry papers named below. His main interest is in poultry—same as the other quarter of a million of our readers.

Hints to National Advertisers

The buying power of our subscribers is indicated by the replies to one of the questions asked of a cross-section of our circulation: "Are You An Owner or a Renter?" More than 77% stated that they were owners.

American Poultry Journal
Chicago, Illinois

Poultry Tribune
Mount Morris, Illinois

Can Advertisers Be Made to Pay Twice for Space?

If the Advertising Agency Fails or Refuses to Pay, Is the Advertiser Again Liable?

THE SHERWIN-WILLIAMS Co.
CLEVELAND, OHIO

Editor of PRINTERS' INK:

I will appreciate any data you can submit on the question of the possible liability of the advertiser for repayment of space bills in case anything might happen to his advertising agency. I refer, of course, to advertising placed through an advertising agency in the usual way.

THE SHERWIN-WILLIAMS Co.,
C. M. LEMPERLY,
Director of Sales Development.

THIS question of the liability of the advertiser for charges on space contracted for on his account by an advertising agency and for which the agent has been paid by the advertiser has come up with considerable frequency of late. For that reason, we feel moved to answer this inquiry in some detail.

This particular question involves another general question concerning which there has been much theorizing and speculation, namely: "Is the advertising agent the agent of the publisher or the agent of the advertiser, or is he an independent contractor?"

The question raised by Mr. Lemperly has had considerable attention from lawyers, particularly from the attorney for the American Newspaper Publishers Association, Guthrie B. Plante, of the New York firm of Morris, Plante & Saxe.

Mr. Plante has given in the columns of PRINTERS' INK* the following opinion on the question:

"In the newspaper field the advertising agent in his dealings with the publisher has been treated as a principal. This is in accordance with a custom which has prevailed for many years and results not from any rule of law but from agreements between the parties themselves, and the manner in which the business is conducted.

The publisher looks upon the agent as an independent contractor and contracts with him accordingly to publish the advertising which the agent may order, for the account and credit of the agent and upon the agent's promise personally to pay therefor. In other words, the rights and obligations of the agents and the publishers are fixed by their contracts and as previously stated, as a result of a policy insisted upon by the publishers and acquiesced in, if not requested, by the agents, by contracts which in the vast majority of cases bind the agent on his personal responsibility to pay the publisher for all advertising published on the agent's order. Thus it may be said that the decision in each case depends upon the terms of the contract between the agent and the publisher."

Later, in dealing with this question, Mr. Plante discussed a specific case—the Atlas Advertising Agency† case. That particular agency failed in 1921, owing money to publishers of newspapers and magazines. Equity receivers were appointed. These receivers, at the instance of other creditors of the agency, whose claims were for loans made to the agency, objected to all claims of newspapers, magazines and periodicals upon the ground that the Atlas Advertising Agency in ordering publication of the advertising acted merely as an agent for the advertiser; was not itself liable to the publishers for the cost of such advertising, and that the publishers must look to the advertiser for payment.

On this case, Mr. Plante made the following statement:

"In behalf of the newspapers it was proved that at the inception of the agency it made written application to the American News-

*"Here's Light on the Legal Responsibility of the Advertising Agent," January 30, 1919.

†"More Light on Who Pays When Advertising Agent Fails," January 7, 1926.

paper Publishers Association and to the Publishers Association of New York City for recognition, and in support thereof, then and from time to time thereafter, submitted written statements of its financial condition, in order that it might obtain from the members of such associations credit for the advertising published; that such recognition was granted and credit thereafter allowed by the publishers; that accounts for advertisers were carried on the books of the agency as accounts payable due the respective publishers; that the accounts with advertisers were carried on the books of the agency as accounts receivable due from the advertisers; that no segregation or specific application was made of moneys received from advertisers; that payment was made to publishers on the due dates from the general funds of the agency regardless of whether the funds were obtained from advertisers, loans or other sources; that accounts due from advertisers were pledged by the agency as collateral security for loans, the proceeds of which were mingled with the general funds of the agency and applied in payment generally of the obligations of the agency; that the agency entered into space contracts with publishers in advance of the definite order or contracts from the advertisers, basing the same upon estimates of the probable requirements, of the advertisers for the period covered; that these methods were the same as employed by the advertising agencies placing a great bulk of national advertising in newspapers, magazines and periodicals in the United States, most of the agencies referred to being members of the American Association of Advertising Agencies of which the Atlas agency was a member, and were in conformity with the general customs and usages of the trade; that some months prior to the receivership the Atlas agency applied for and obtained a ninety-day extension on its indebtedness to newspapers, magazines and periodicals; and that following the failure of the agency its receivers collected as general

funds of the estate, all collectable accounts receivable on the books of the agency due from advertisers, such collection and treatment by the receivers being inconsistent with the theory forming the basis of the objections filed that the agency acted only as agents and hence that the accounts were actually due from the advertisers to the publishers."

This argument, as Mr. Plante sets it forth, prevailed; for the Special Master before whom the hearing was held announced, according to Mr. Plante, "that regardless of the question of whether the relation existing between the advertiser and the agency was that of principal and agent, which he did not find necessary to pass upon, it was conclusively established that the Atlas agency had contracted with publishers upon its own individual credit and responsibility and that in so doing it acted in entire conformity with the customs and usages prevailing in the trade; and he thereupon over-ruled all objections and sustained the claims against the agency of all publishers, whether of newspapers, magazines or periodicals."

A GENERAL CONCLUSION

In conclusion, Mr. Plante says: "We think that generally it can be thus established that the agency, and not the advertiser, is liable to the publisher. Cases furnishing an exception from the general rule will occasionally arise, but they will in each instance rest on particular facts or special form of contract."

This statement on the question in hand, by Mr. Plante, namely, that "*generally the agency and not the advertiser is liable to the publisher*," must be accepted as having considerable authority not only because Mr. Plante has given much thought to this subject over a period of many years, but because it is natural to suppose that the client for whom he has studied the subject—a group of newspaper publishers—would rather be able to make two parties—the advertiser and the agency—liable for an indebtedness, instead of holding

only one—the advertising agency.

We turn now to a lawyer who holds a different opinion on the subject.* This lawyer, Arnold L. Guesmer, of the firm of Brown & Guesmer of Minneapolis, recently made a study of the legal aspects of the agency business for a client—an advertising agency. First, let us state his opinion on the legal status of the advertising agent. "Diligent investigation and careful study from all angles," says Mr. Guesmer, "leads inevitably to the conclusion that there is no foundation whatever for the position that advertising agencies trade as principals. They are organizations which act as agents performing service for hire, paid in the form of fees and commissions." Later he proceeds to the question of the liability of advertisers and agency for space-bills by saying: " . . . The agent is not liable for the space bill, unless he expressly agreed to be, because he has disclosed his principal. . . . The advertiser is liable for the space because he has ordered it through his agent."

Suppose an agent expressly states in a contract with a publisher that he assumes personal responsibility for the space ordered. What happens? Mr. Guesmer says:

"The agency can expressly agree to be liable and still continue to be an agent. Its status is not changed by the making of that agreement. Nothing has been *changed* thereby but something has been added, viz., liability of the agent. Thereupon both the advertiser and the agent are liable, the former because he authorized the agent to contract for space, and the latter because he has expressly agreed to be. The situation is the same as if a lawyer orders a brief from a printer in his client's case. The printer knows it is not the lawyer's case. If he chooses to have the lawyer agree to be personally liable, that does not change the latter's status. That agreement does not make it the lawyer's case. It is still the client's case and the lawyer is still the

client's agent. If the lawyer does not agree to be liable, only the client is liable; if he agrees to be liable, they are both liable; but their status is not changed. The agency, the advertiser, and the publisher correspond to the lawyer, the client and the printer."

"Calling the agency a principal," says Mr. Guesmer, "will not make it liable; on the other hand it can be made liable without making it a principal. That can be accomplished by the simple process of having the agency say in a few written words that it agrees to be liable. Thus the agency merely agrees personally to pay for something which it had occasion to buy for its client."

Mr. Guesmer, it should be said, qualified all of his remarks on this subject by saying:

"It must be borne in mind that what has been said relates to the general run of the business. Individual cases are, of course, dependent on the kind of contracts that were made. In each instance the documents and other evidence have to be looked at to ascertain how the business was done, so as to get at the correct status."

SOME OBSERVATIONS

So much for this question from the lawyers' point of view. We now offer some observations on it that have been made over a course of many years.

The question cannot be answered, in our opinion, in a manner that would fit any case. It must be answered with a specific case in mind. That answer depends upon the contracts made between advertiser and agent and between agent and advertising medium.

There is no standard form of contract that is used by advertiser and agent. There is, however, a standard form of contract that is used by agent and publisher. We refer to the order blank of the American Association of Advertising Agencies. Originally this order blank had nothing to say on the subject of the agency's liability for space. There is, however, today a statement on the subject in that blank. Clause No. 5 says:

* "Advertising Agencies Not Principals but Agents," June 16, 1927.

"For advertising in daily newspapers the agency personally agrees to pay at the office of the publisher (or his representative duly designated for that purpose) not later than the last day of the month following that in which the advertising is done if there is no cash discount deducted, or if cash discount, if any, is deducted, on or before cash discount date specified on publisher's rate card, or, when not specified, on or before the 20th of the month following, and for advertising in other publications in accordance with publisher's rate card."

Exactly how a court of law would interpret the statement, "the agency personally agrees to pay at the office of the publisher" we do not know. It is possible that some courts would construe that particular statement to mean nothing more than the written consent of the agency to be an additional party to the liability incurred in the purchase of the space called for in an order containing that clause. It is possible that other courts would understand it to be a complete assumption of liability—by an agent. It is our understanding that it was inserted in this standard form because of a desire to assume complete liability.

THE GENERAL PRACTICE

No matter what the law may be, it is our observation that the advertising agency, by and large, is not only willing but anxious to assume liability for space which it orders for clients. The general practice, and this fact cannot be denied, has been for the publisher in all fields, to look solely to the agency for responsibility for payment.

Our advice on this question to any advertiser who is in need of specific counsel concerning his own case would be to take this article to his lawyer and to take, at the same time, a copy of his contract with his agency and copies of the order forms used by his agency in buying space from advertising mediums. From a study of the facts thus afforded, the lawyer should be in a position to tell that

particular advertiser whether or not he is liable for space for which he has paid an agency in case that agency for any reason fails to pay an advertising medium for that space.—[Ed. PRINTERS' INK.]

Art Process Publishing Company Organized

The Art Process Publishing Company, Inc., has been organized at New York to conduct a service for manufacturers and advertising agencies in color advertising displays and direct-mail advertising.

Florida Power Corporation Appoints Lesan-Carr

The Florida Power Corporation has placed its advertising account with the Lesan-Carr Advertising Agency, St. Petersburg, Fla. Florida newspapers will be used.

Appoints C. J. Oliphant Agency

The Jacobson Mantel & Ornament Company, New York, has appointed the C. J. Oliphant Advertising Agency, Inc., New York, to direct its advertising account.

T. O. Warfield with Ferry-Hanly

T. O. Warfield, who formerly conducted his own advertising business at Omaha, Nebr., has joined the Ferry-Hanly Advertising Company, Inc., New York, as an account executive.

A. F. Greene Starts Own Art Studio

Arthur F. Greene, formerly of Manning & Greene, Inc., Cleveland, has opened a commercial art studio at Cleveland. Alton Arey is art director of the new company.

New Account for Freeze and Vogel

The advertising account of Edgar, Ricker & Company, Milwaukee investment house, has been placed with Freeze and Vogel, Inc., Milwaukee advertising agency.

Easton Trust Co. Appoints John Clark Sims

The Easton Trust Company, Easton, Pa., has appointed the John Clark Sims Company, Philadelphia advertising agency, to direct its advertising. Newspapers will be used.

More Profit For Dealers

IN a good many cases dealers can not afford to stock your product just to serve the comparatively small percentage of their customers whom you educate through your advertisements in magazines or even in a limited coverage through farm papers. Did you ever think of it from that angle? Each time you add a national farm paper to your list you automatically increase the number of dealers who can afford to stock your product. More dealers will make profits on your product if you will tell your story to the Farm Life group of more than a million rural families. For years, Farm Life has proven profitable to advertisers who key their copy and check their returns.

T. W. LeQuatte

Advertising Manager

Farm Life

Spencer, Indiana

Making Sales in the Fall of 1927

THE LITERARY DIGEST enters every week the homes of over a million alert, intelligent, thinking families. Further, it reaches them with the speed of a weekly newspaper. For The Digest, in spite of the increase in size and number of copies printed weekly, continues to adhere to the close schedule by which it reaches its readers everywhere *seven days after it goes to press.*

The Digest is an advertising medium that is quick and sure in its service. It is read the week it is received, and

referred to again and again because it is a magazine of fact and authoritative news.

The readers' demand for news and the late editorial closing date necessitate speed. Advertising copy received in New York on Wednesday can be delivered eight days later to 1,400,000 homes in every state and every community.

Speed in editorial service makes The Digest the most necessary and informative of magazines.

Speed in advertising service has led it to adopt the slogan

Immediate National Publicity



The Literary Digest

Advertising Offices:

NEW YORK · BOSTON · DETROIT · CLEVELAND · CHICAGO

United Action Planned for Postal Rate Revision

*Washington Bureau
of PRINTERS' INK*

TO secure united action of all parties concerned, rather than the advocacy of lower rates in the interests of special classes, is obviously the purpose of the Postal Service Committee of the Chamber of Commerce of the United States. This committee met at Washington last week, and after the consideration of facts which disclosed a marked falling off in various classes of mail due to excessive rates, with a resulting loss in postal revenues and a detrimental effect on business, it recommended an overhauling of the Post Office Department's system of bookkeeping. According to the facts disclosed, the present system makes no distinction between free or less-than-cost policy services and revenue producing services. The committee held that the mail users should not be burdened with the deficit created by free or less-than-cost services, and recommended that such deficits be charged to the general treasury.

Lucius Teter, chairman of the committee and president of the Chicago Trust Company, said that the correction of inequalities in rates and their revision should be undertaken by Congress without delay. "Along with these changes," he added, "lies the task of getting the Post Office Department bookkeeping on a business basis. Until this is done, postal rate making will always be based to some extent on conjecture rather than on the cost of the actual service rendered. The Department now gives away with its right hand what it takes in with its left and shows a deficit, whereas certain classes of mail are showing a clear profit. The Department transports Government mail free of charge and, at the same time, it attempts to place the burden of this and other expenses upon commercial mail which is already paying more than cost of service."

Although not officially announced it is understood that the committee considered that united effort is essential to secure adequate postal rate revisions during the coming session of Congress. Heretofore, the various interests have fought for only those revisions which would be beneficial to the interests concerned. Now, it is understood, the committee's plan is to encourage every organization and individual publisher, manufacturer and company to advocate strongly the adoption of a definite and inclusive program of revision. The new policy appears to be that practically the entire system of rates must be revised and fairly adjusted in order to give adequate relief.

Hearst Executives Hold Regional Meeting at Seattle

Treatment of the entire Pacific Coast as a single entity was one of the principal topics of the recent regional convention of the Hearst newspaper executives at Seattle. Among those attending were William E. Peters, and Norman F. Storm, both of the Seattle *Post-Intelligencer*; S. P. Bartlett, Los Angeles *Examiner*; W. R. Penney, San Francisco *Call*; Randolph Madison, San Francisco *Examiner*; Emil A. Nusbaum, Oakland *Post-Inquirer*, and E. M. Swasey, vice-president and Pacific Coast representative of *The American Weekly*.

Auto Equipment Company Appoints Austin F. Bement

The Monroe Auto Equipment Manufacturing Company, Monroe, Mich., manufacturer of Monroe hydraulic shock eliminators and forced draft heaters, has appointed Austin F. Bement, Inc., Detroit advertising agency, to direct its advertising account. Magazines and business papers will be used.

Trust Account to Hazard Agency

The Murray Hill Trust Company, New York, has appointed the Hazard Advertising Corporation, New York, to direct its advertising account. Plans call for the use of newspapers, magazines and business papers.

J. W. Sutphen Leaves Los Angeles Agency

J. W. Sutphen has resigned as vice-president of Hammel, Sutphen & Frieberg, Inc., Los Angeles advertising agency. The name of the firm now becomes the Hammel-Frieberg Corporation.

ced
tee
es-
stal
ing
ore,
ght
ich
ests
od,
ur-
di-
and
the
ive
ol-
ally
be
or-

le
const
rin-
con-
ecu-
ling
man
ed-
age-
San
San
um,
M.
cific
ican

7
t
anu-
ch,
ulic
raft
Be-
ncy,
age-
ved.

any,
ard
to
ians
age-

rice-
rie-
sing
be-
ora-



How Many People Have to be "SOLD" Before You Get the Final ORDER For Your Product?

The National Shelter Group-Color Service has been organized to meet the steadily growing need of manufacturers of Shelter Products for improved facilities for reaching EFFECTIVELY and at the same time ECONOMICALLY, the several basically important factors which exert a primary influence upon the sales and distribution of this class of products.

National Shelter Group Color Service Covering ~

1 THE CLASS GROUP-CONSUMER DIVISION

Arts & Decoration
Country Life
Garden & Home Builder
House Beautiful

2 ADVISORY-INVESTMENT DIVISION

Architecture
The Bankers Monthly
Eastern States Building Developer
Building Investment

3 CONTRACTOR-BUILDER DIVISION

American Builder
Building Age & National Builder

Through this Service, the advertiser of products entering into the construction, decoration, furnishing, and equipment of the Modern Home reaches, in a single color unit—with deliberate intensity and directness—a 55% cross section of the 668,000 individuals above classified, who each year control the annual expenditure of approximately \$2,500,000,000. The most casual study of our "Condensed Analysis of the Shelter Market" will quickly reveal to any sophisticated advertising agent or experienced advertiser of this class of products that this new color service . . .

- ... is economically sound,*
- ... is easy of operation,*
- ... provides better and long needed facilities,*
- ... eliminates heavy and unnecessary waste for the manufacturer of Investment Merchandise, of which Shelter Products constitute a large part.*

A copy of this Analysis will be sent to any manufacturer of Shelter Products or his agent upon request

NATIONAL SHELTER GROUP Color ● Service

WALTER C. McMILLAN
Incorporated

565 Fifth Ave., New York

Representatives:

WARREN T. MAYERS
New York

FREDERICK E. WILCOX
Chicago

GORDON SIMPSON
Los Angeles

General Co



Ge

Park A
New Yo

ral Co

DONALD
Broad King
Overalls

years
STANDARD

SMITH & HARKINS
MAIN & STATE



BY giving the prospect the name and location of the store where the advertised goods are for sale, Outdoor Advertising can carry the process of a sale one step further on its way.

General Outdoor Advertising Co.

Park Avenue
New York

Sales Offices and Branches in 60 other Cities

Harrison & Loomis Sts.
Chicago



Take advantage of
the tremendous buy-
ing power behind
this emblem



The net paid circulation of The Shrine Magazine is 607,112 copies monthly. A *distribution statement, by states, will be mailed upon request.*

THE SHRINE MAGAZINE

1440 Broadway • New York

Phone: Pennsylvania 7827

CHICAGO

BOSTON

V

C

sil
an
sti
his
a
me
tan

wo
to
tur
de
ce
my
be
co
ea
be
sit
tur
liev

we
any
Th
ma
so
of
the
lect
men
ove
bro
and
pro
par
shel
vals

N
ter
reta
aile
nan
bey
leal
prof
nda
tiall
with
Com

When the Dealer Thinks More of Sales Than Profits

Then It's Time to Advertise Net Profit as the Only Standard of Business Health

By Paul Green

Advertising Manager, The Kingsley-Miller Company

CAN anything obscure profits in the dealer's eyes? Is it possible to divert a dealer's attention and interest to the point where, still keeping his mind centered on his business, he lets profits assume a position of secondary or even more minor importance?

Not long ago it would have been hard to find a manufacturer, jobber or retail dealer willing to concede that such a myopic dealer could be located. On the contrary, it seemed easy to gather data bearing out the opposite view. Manufacturers and jobbers believed that dealers were unable to see anything but profits. The plain fact is many dealers thought so strongly in terms of long profits that they frequently neglected quick-moving merchandise. They overlooked items that brought repeat sales and favored long-profit items that parked themselves on shelves for long intervals between sales.

Nevertheless a better understanding of retailing, based on detailed examinations of many dealer's books, proves now beyond any question that many dealers do allow the matter of net profits to become a matter of secondary importance. That is especially true in the automotive field with which the Kingsley-Miller Company is concerned. Doubtless

the same condition holds good for other fields. For that reason our experience and some description of the tactics we have found helpful may prove of interest to other manufacturers who are wondering how they can get more dealer push

Another car sold, another old Trade-in



but

When the profit on that new car sale shrivels up and dies from the high cost of handling the trade-in, there's mighty little net profit left on the books.

Uhlen, Mr. Dealer, you take advantage of the new car sale to equip that car with every possible accessory you can sell.

Sell accessories—they give you the real profit. Sell them at the moment of the new car sale, when the buyer is in a favorable state of mind.

Sell him a Monogram Ornament, a Monogram Cap with his own initial on it, and a Monogram Gear Shift Ball. That's the surest, easiest way to show a profit on every new car sale.

THE KINGSLEY-MILLER CO.
815 West Jackson Blvd. Chicago, Illinois

ONE OF THE ADVERTISEMENTS DIRECTED AT THE TRADE

behind the lines they sell them.

We make Monogram radiator caps, ornaments and gear shift balls for automobiles. Every passenger car built represents a unit of our potential market. We have always merchandised through the channels used by nearly all auto-

motive accessory manufacturers, that is, to the jobber and through him to the retail car, accessory and replacement parts dealer. Years ago we began to advertise to the consumer in national publications, with the result that by keeping at it we built up a live and satisfactory acceptance for our merchandise. About a year ago, we detected a sort of unrest and a letting down on the part of dealers. They were not selling so vigorously as they had in former years. Were they putting less effort back of our items or were they losing interest in all lines of accessories? This question naturally thrust itself in front of us and we could not dodge it.

Before we went far in arriving at a satisfactory answer, we decided to learn what we could from the automobile dealers' association. In our own minds we felt that dealers were spending too much of their time selling new cars and trying to get rid of the trade-ins they had to take almost every time a new car was sold. Relatively little of the average dealer's time, we believed, was devoted to pushing accessories which could be sold without any undue amount of effort and which invariably carried adequate margins of profit. I am talking now about the theories we held. We did not know, so we went to the National Automobile Dealers Association to learn what trends dealers the country over were following in selling. Digging into the association's studies of sales and expenses, some of the reasons why manufacturers have to replace dealers so often, why some dealers never seem to be satisfied and why the field of selling cars at retail has lost some of its lure in recent years quickly became apparent. Those reasons can be summed up very quickly. Dealers in the automobile and accessories field had become sales-minded instead of profit-minded. Depending on car trading, they were not making anything like the profits they should have been making on the large volumes of business they were doing.

The 1925 books of one dealer with gross sales over \$500,000

showed that his net profit for the year was just a little over \$9,000. His loss on used cars was \$1,621 greater than his profit on \$348,613 worth of new cars. Profits on accessory sales and the activities of his shop, which together did a volume of about \$85,000, were about \$11,000. Last year this same dealer increased his accessory sales about 50 per cent. His shop showed a smaller increase but again it earned him a profit which stamped it as a valuable part of the business. Sharper attention to used cars kept the loss taken in this department below the profit earned on new cars and he finished the year with a total net of \$27,869 as compared with \$9,382 the year before.

FIGURES NOT THEORETICAL

These figures, let me explain, are not theoretical in any sense. They are the findings of accountants and analysts. In a way typical of the stories spread on the books of many dealers, they uncover the fact that a rapidly rising new car sales curve usually produces a lowered percentage of net profit on total car sales. That is due to increased losses arising from handling or attempting to handle used cars. As we ran through the National Automobile Dealers Association reports it became more and more evident that if a dealer is pushing sales of new cars, he must push accessories and parts just as hard or a little harder to find himself with any net profit at the close of the year. During 1925, for example, dealers averaged 1.6 per cent profit on new car sales after deducting used car losses. On parts and accessories they showed net profits running from 11 to 15 per cent. Here, then, was the basis for a sales promotion campaign to dealers, a campaign which would show them the fallacy of letting the mere size of a sale blind them. It looks like a real transaction to sell a car costing \$1,000 or more, but what is the value of spending most of a man's time making such a sale if it won't yield enough to cover the overhead on it?

Trying to look at the matter as logically as possible, we believed

we would sell more of our own particular merchandise in the long run if we urged dealers to put more push back of all accessories. So we gathered price and gross profits data on all common accessories, in addition to our own, in preparing our advertising. We were already advertising in practically all of the jobber and dealer publications in our field and it was a simple matter to divert this space to our new aims. Direct-mail pieces to dealers and portfolios for the use of jobber salesmen offered the most logical supplements to our publication space it seemed. Four mailings, we felt, would tell our story. In the first of these, a straight merchandising presentation, we attempted to show the dealer what increased accessory sales would mean to him. This mailing included budgets that the dealers own national association had worked out in detail and graphs of the percentages of profit that new car, used car, accessory and parts, and shop departments ought to earn after expenses had been prorated among them. These graphs made our argument clear quickly, and since they were based on the most reputable of authority, they delivered it convincingly. The other three mailings followed up and reiterated the accessories story, throwing perhaps half of the emphasis on our own items. Mailing pieces that went to Ford dealers of course talked about and showed illustrations of Fords. Chevrolet dealers got Chevrolet literature and so on. We sent sample portfolios showing the entire campaign including publication proofs to jobbers before we made any mailings. In a series of letters we asked them to present the matter to their sales organizations so that once the campaign started the dealer would feel its effect from as many sources as possible.

In the letters we mailed to jobbers and in those which went to retailers we made no effort to tell a sensational story or to create an impression of cleverness on our part. What we had to say seemed so tremendously more important than the manner of saying it that we tried only to present our case

in a plain, understandable way. None of the letters sent out contained more than 150 or 200 words. They said somewhat bluntly that accessory sales showed a much higher percentage of profit than do car sales and asked the reader to examine an attached four-page folder. In the folder every point that could be made clear by graph, chart or illustration was explained in this way. Where we showed an illustration of a car the spot where one of our products appeared was ringed in red and arrowed to an accessories list where the list price, cost and profit were shown against the name of the item. The point I want to make is that we deliberately avoided any ginger bread ornamentations and non-essentials in the type, illustration or layout and any high-pitched tone of voice in the copy. We had a straight business story to tell founded on solid facts. We chose to tell it in the plainest, most straightforward way possible and we feel that it gained an added ring of sincerity for that reason.

EFFECTS OF SALES PROMOTION

Naturally we cannot talk results until this year's close makes apparent the effects of our sales promotion. It is possible that even then we shall not know to what extent we are succeeding in making dealers profit-minded rather than sales-minded. For a movement of this kind does not gather momentum quickly. On the part of our jobbers we have had better co-operation than ever. They and their salesmen are working along the lines we urge. Dealers' activity is reflected in a pick-up in our sales in spite of the fact that more and more accessories are constantly being put on cars by the manufacturers. We know that our sales promotion work has put new dealers on our books. Possibly the most satisfying product of our campaign is the interest it has prompted in other quarters in this matter of getting the retail dealer to see the matter of net profit in its true light. Other manufacturers are beginning to work along parallel lines. The Automotive Equipment Association has also

undertaken a nation-wide campaign aiming at just one goal, namely, showing the many automobile dealers of the country how they can make a decent profit year after year.

Can anything obscure profits in the dealer's eyes? Emphatically yes! Profits can be and are being eclipsed by petty details that manufacturers must relegate to their proper places. For it is the manufacturer's job to make the retail dealer see that there is but one criterion of business health—net profit. He must give the dealer merchandise that can be sold. He must advertise himself and, where it is possible, he must show the dealer how to promote sales unless he believes he can get along without the retailer. Why is it that dealers lose their enthusiasm, fail to fight harder to hold slipping markets or to open up new fields, and finally drop out? The answer can be summed up in the words "lack of profits." And the remedy? A seven-league step is made toward finding it, we believe, when the manufacturer will dig into the dealer's affairs and discover definitely where it is that he is wasting his time and effort and where it is that he is neglecting opportunities to turn his time and effort into profits, the mainspring of every business.

How Nettleton Advertises Its Retail Stores

A. E. NETTLETON Co.
SYRACUSE, N. Y.

Editor of PRINTERS' INK:

What follows may be of interest in connection with the article in your September 15 issue entitled: "Should the Manufacturer's Retail Store Be Advertised?"

Several seasons ago in connection with an extensive newspaper rotogravure campaign which was conducted in all the important key cities from coast to coast, we listed the names of our own stores together with those of our retailers and secured very excellent returns in almost every case.

In no instance, so far as I know, were there any objections to this policy on the part of any of our dealers, principally because of the fact that in our own retail stores we maintain an established price level for our merchandise. This enables each independent retailer to meet our competition on an even basis.

The fact that our own retail stores are located in the best location in each city and because of the fact that they have an outstanding atmosphere of quality, we find the listing of their addresses in our advertising, helps, rather than hurts the sale of the shoes in the independent retailer's store by adding further prestige to the fine quality of our merchandise already established by nearly fifty years of successful fine shoe manufacturing experience.

In the last two-and-one-half years, however, we have found that the most successful merchandising of fine shoes results from newspaper advertising at the point of sale. By this we mean a definite newspaper advertising program for each store in the particular city in which it is located.

Here again, however, we maintain a definite price level which we find is beneficial to all our dealers. Although many of these advertisements reach territories covering their trading area, we know of no instance where there has been any complaint of any kind in regard to our advertising activities.

Perhaps this is due to the fact that we, furthermore, stand ready to co-operate with our independent dealers on a local newspaper advertising appropriation based on a definite amount in proportion to their sales. This enables every Nettleton dealer throughout the country to conduct a wide campaign and we at all times offer them the same co-operation, the same advertisements and the same benefit of our experience that we do our own shops.

In other words, any program which we adopt and which we find successful in our own retail stores, we immediately offer to our retail outlets, giving them full details of how the program can be conducted to their best advantage. Needless to say this avoids any experimental work on their part and enables them to operate at a profit from the start without the risk of loss which might be incurred if they attempted to work out new merchandising problems in their own way.

A. E. NETTLETON Co.,
H. M. MESSENGER,
Advertising Manager.

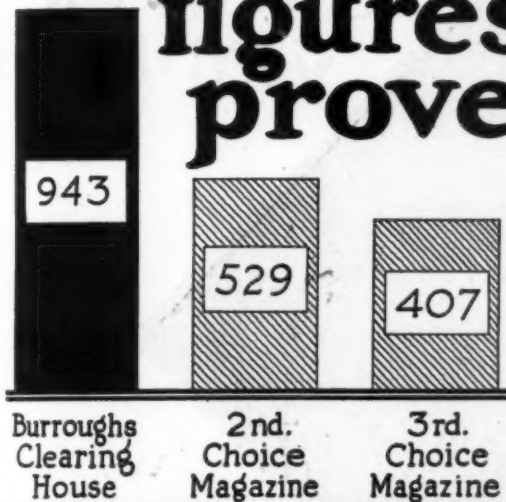
L. T. Robinson Advanced by Campbell-Ewald Agency

L. T. Robinson, for many years with the Campbell-Ewald Company, Inc., Detroit advertising agency, has been appointed Pacific Coast manager to succeed Harry Elliott, resigned. He will supervise the general activities of the Los Angeles, San Francisco and Portland branches.

Appointed by Talbot Publications

The Talbot Publications, Des Moines, Iowa, have appointed A. G. Krahe as New York advertising representative of the *Iowa Farmer* and the *Corn Belt Farmer*. F. W. Henkel has been appointed representative for the Chicago territory.

Once again figures prove



—that *The Burroughs Clearing House* is the most widely read publication reaching the financial market. To prove this a survey was recently conducted among 2,100 mid-western bank executives. Of this total number of questionnaires—

1534 Replied to the question

943 Read Clearing House

529 Read the 2nd choice magazine


407 Read the 3rd choice magazine.

With this assurance of reader-interest the advertising in its pages is certain to find a profitable audience.

THE BURROUGHS PUBLICATIONS

Second Blvd. and Burroughs Ave., Detroit

A magazine has
entered the highly
Show-Time
year after year
the



Measure
by any known
January Show
MOTOR Is

have to be GREAT to
be Competitive
in the Market and
to DOMINATE
the Field!

is this Magazine
the Standard. The
Issue of
the Great Magazine

Selling seasonal goods the year around is possible, if you sell to Argentina. Its winter is our summer, our summer its winter. Argentina is one of the richest per capita countries in the world, and U. S. exports in 1926 amounting to \$143,600,000 were bought at the rate of about fifteen dollars for every man, woman and child in the republic.

With 60% of the population in cities—2 million in Buenos Aires—marketing and distribution problems are simplified. A ready made market already sold on American goods, it will respond to carefully planned advertising in the same way that brings success in America.

LA PRENSA, the national newspaper, with a net circulation of 250,596 in July (330,783 Sunday) and more than 1,200,000 lines monthly in 1927 to date, is the one necessary medium to increase sales, in this eager, growing market.

JOSHUA B. POWERS

Exclusive Advertising Representative

250 Park Avenue

New York

Taking a Product Out of the Strictly Christmas Class

Daniel Green Comfy Slippers Now Sell Throughout the Year—At One Time They Were Sold Only during the Holiday Season

By E. R. Breck

Treasurer, Daniel Green Felt Shoe Company

THIS is the time of the year when hundreds of manufacturers are busily engaged in putting the finishing touches to plans designed to secure a place for their merchandise in Santa's pack. It may be of timely interest, therefore, to read about a product which was shown too much favoritism by the good old Saint—so much, in fact that most people, and dealers particularly, looked upon the item as a purely Christmas seller.

A custom once established is a very difficult thing to overcome. It is true that most customs had in the beginning some more or less valid reason for their being, but so persistent is our inclination to conform to general usage that we often continue to follow a custom long after the reason for its existence has ceased.

In the early years of this business, people usually wore slippers of the carpet variety or of knitted wool. In those days, heavy top-boots were common, and being totally unsuited for indoor wear, men changed to their slippers upon entering the house. Women found their soft slippers of knitted wool almost a necessity because of cold floors and this form of footwear was in great demand and found in every household.

Our grandmothers did not have the money we have today, nor the opportunities to spend. Movies, automobiles and radio made no demands upon their time, but instead their hours of leisure were spent with knitting needles, and the socks, mufflers, sweaters and slippers which they made in their hours by the fireside solved their problem of Christmas giving.

Though the knitting needles no longer flash in the lamplight, though the knitted slipper is now seldom seen, yet the habit of giv-

ing slippers at Christmas is still just as strong, and it has been one of the sales problems of this business to combat that custom and we feel that we have to a degree been successful in doing so.

For many years, the bulk of our orders called for delivery in October and November, so that the dealer would have an opportunity to get the goods on display a few weeks before the Christmas holiday, and then promptly after Christmas the remaining sizes would be slaughtered at the January mark-down sale. Of course, here and there some careful soul would pack up his leftovers and put them away in the cellar for the following year; but to leave them on display and in regular stock—why it was ridiculous; who would buy Christmas goods when Christmas was over?

ONLY A FEW PIONEERS

We made our slippers in the best way we knew and then stamped our trade-mark on them, so that they could be identified, in the hope that some day someone who had received a pair at some past Christmas would be disappointed by Santa Claus and would really buy himself a pair. We even had the hope that slippers might have to be replaced in June or August, and that they would not all wear out on December 25. We went to our dealers and cautiously suggested that slippers wear out every day in the year and that their customers might want to replace them with the same brand, provided they had been satisfied. A very few saw the light—some actually tried year-round selling, but the results were not particularly gratifying and of course most people do not possess the pioneer spirit.

Every year in January we would have some 6,000 dealers all over the United States, some of whom had none of our product left at all, and some just a few odd sizes, and once in a while there would be a single instance of a dealer who had carried over quite a number. The custom was to get rid of what few they had by bargain sale methods and then forget them until December rolled 'round again. This meant just one turn a year, which is not very profitable, and it seemed to us that our best plan was to convince the dealer that a greater turnover could be had and that in spite of the custom of Christmas selling, slippers were really a staple.

The turnover question is one which is pretty close to the pocket-book nerve and is especially important in the shoe business, as the merchant often shows a loss on a given style even though he prices it at a liberal mark-up. This condition is brought about by the rapidity with which style changes and is aggravated by the tendency of merchants to buy too long a range of sizes so that they take a loss, both because of style change and because they have unsalable sizes. It is not unusual for these losses on a given style to more than offset profits on the same shoe. Anything, therefore, which tends to minimize this state of affairs should be of vital interest to the dealer. With this as our cue, we went to work.

We have been national advertisers for forty years, and in the hope that our dealers would receive the greatest benefit from this continuous campaign, we saw to it that the bulk of our advertising appeared in the October, November and December issues of the magazines. If, we argued to ourselves, the bulk of our goods is sold around Christmas-time, is it not proper that our advertising should also appear at that time, when people's thoughts seemed to turn naturally to slippers? Are not slippers associated with cozy firesides and long winter evenings, and if so why waste good space in August?

Obviously we were thinking just as the dealer thought and if we

were to interest him in turnover it was up to us to get the consumer to take the initiative and convince the dealer that people bought slippers in January as well as December.

We started a research on the reason for wearing slippers and were dumfounded that we knew so little about it. Our chief selling talk had always been that they were good, that they were comfortable and that they were acceptable as Christmas presents. We now found that many serious ills came about through neglect of the feet which slippers, in a large measure, would correct—that slippers rest one's nerves. We found the day of cold floors and the use of slippers for warmth was past, and that women were wearing style negligees and required style in slippers to go with them. The old cotton flannel negligee had been abandoned with the heavy nightgown, and colorful silk had taken its place—this called for dainty slippers of satin or leather in pastel shades and also created an opportunity for the dealer to sell more than one pair to a customer should she possess more than one shade of gown.

Then, too, there are the special occasions that come up during all the year when gifts are appropriate, such as Mothers' Day, Commencement Day, and birthdays. To those to whom we could not make the appeal of the fireplace, we at least could urge the use of slippers while listening to the radio. Snowstorms and rainy days suggest an evening at home in Comfy slippers. Vacation time, the week-end bag, the beach, school days, all hold opportunities for selling.

CUSTOMS ARE HARD TO OVERCOME

With this array of reasons for year-round selling, we went to our trade, but we found them either unimpressed or actually hostile. We were trying to overcome a custom—it was impossible! We felt that our research had revealed several good reasons why slippers ought to sell every day, and so long as the dealers could not see it, why not try to convince the consumer, and through him the dealer? Doc-

Buying habits in ARGENTINA

An effective medium should do more than carry the printed sales message to the reader

LA NACION of Buenos Aires

enjoying as it does a unique position in the life of the Argentine nation, is an active force in forming the buying habits of its vast body of readers, making them receptive to the advertising which it carries.

Well-informed advertisers, both local and foreign, are well aware of this fact, as proven by their ever-increasing patronage of the columns of LA NACION.

The following figures of total display lineage, in all classifications, tell their own story:

	1927	1926
July LA NACION	554,708 lines	478,458 lines
" Nearest Competitor	423,500	" 438,354 "
LA NACION gains	76,250 lines	
Nearest Competitor loses	14,854 lines	

The Merchandising Department of LA NACION is both equipped and anxious to look with American manufacturers and their advertising agencies, into the divers distribution problems that present themselves in that prosperous market — ARGENTINA.

"Ask LA NACION
about ARGENTINA."

"Ask ARGENTINA
about LA NACION."

Editorial and General Office in
the United States:
W. W. DAVIES
Correspondent and General
Representative
383 Madison Ave., New York

United States Advertising
Representatives:
S. S. KOPPE & CO., INC.
Times Bldg., New York
Telephone: Bryant 6900

Write for "Advertising in Argentina" and "Certified Circulation," by Dr. Jorge A. Mitre, Publisher of LA NACION

tors whom we consulted assured us that people could relieve fatigue more quickly by resting their feet than by most other means. Stiff non-porous leather kept the sensitive nerves in the soles of the feet on edge, and a change to soft slippers for a short period each day would work wonders. This message we determined to pass on to the public.

Our advertising schedule, as I have said, had been timed to the dealer's selling season. We now determined that we would advertise the whole year 'round and spread this message in full pages of color before as many people as we could afford to reach. We called this period of relaxation in slippers the "Comfy Rest Hour," and while it was made the leading motive in our copy, we did not neglect to say that Daniel Green slippers also had style and quality.

The salesmen were called in and we told them that we were ready to sell our product just as we always had, but that somewhere some wide-awake dealers were going to take advantage of this year-'round demand which would come from this increased advertising and that we had so much faith in it, we were going to spend the money even though the dealer had no goods to sell.

In addition to the salesmen's message, we prepared a direct-mail campaign in the form of personal letters to our dealers, followed by a monthly piece of printed matter pressing point after point of the year-'round selling plan. Turnovers were figured in simple examples, suggestions were made as to display and merchandising ideas were broadcast to the trade.

We began to notice a very decided increase in single-pair orders—the result of a customer asking for a pair and the dealer considering her important enough for him to go to the trouble of ordering a single pair. These orders gave us an opportunity to urge the dealer to carry a small stock continually for the sake of service. No opportunity was too insignificant for us to ignore. It was a long, slow process of selling the idea to one dealer at a time and meanwhile

keeping up the year-'round advertising.

We have, today, about 75 per cent of our dealers stocking a full line of our goods every day in the year, and are slowly convincing them that they should order additional sizes each week to keep their stock unbroken. Christmas will always be the big day in the year so far as sales are concerned. However, the day-to-day activities of all one's dealers affords a vastly larger market. The trick is to break away from the strictly Christmas idea and yet not lose any of the Christmas business. We like to feel that we have accomplished just that.

Cross-Street Banners Not Permissible in Milwaukee

Two resolutions in the Milwaukee Common Council intended to extend permits to businesses to hang advertising banners across streets, have been vetoed by Mayor D. W. Hoan. In doing so, the mayor stated that "Milwaukee has outgrown the days when collar buttons, pants and rooms for rent are advertised in that manner." The police department hauled down three such advertising signs suspended over downtown streets.

To Represent Talbot Publications

Ralph W. Mitchell has been appointed advertising representative of *The Iowa Farmer and Corn Belt Farmer*, Talbot publications, Des Moines, Iowa, for the Kansas City, Mo., territory.

B. A. Ohlander, publishers' representative, has been appointed to represent these publications in the Denver territory.

Donald Vance with Perfection Stove Company

Donald Vance has been placed in charge of production in the advertising department of the Perfection Stove Company, Cleveland. He was formerly with the National Screw and Manufacturing Company, Cleveland, and prior to that time had been with the Good-year Tire & Rubber Company, Akron.

Mint-O-Lax Account to the Koch Agency

Mint-O-Lax, Inc., Milwaukee, manufacturer of Mint-O-Lax, a candy laxative, has appointed The Koch Company, advertising agency of that city, to direct its advertising account. A newspaper campaign is planned.

again in 1927 —
The Columbus Dispatch

*held an envied position
 in the front rank with America's
 Greatest Newspapers--*

6th place

**in the evening, ^{and} evening
 and Sunday morning fields**

A full page advertisement in Printers' Ink Weekly, issue of August 18, over the signature of the Chicago Tribune showed the Columbus Dispatch was one of the six greatest evening, and evening and Sunday morning newspapers in America in advertising volume during the first six months of 1927.

Detroit News	15,561,854
Washington Star	14,553,553
Pittsburgh Press	12,872,832
St. Louis Post Dispatch .	11,882,080
Chicago Daily News . . .	10,798,164
COLUMBUS DISPATCH	10,657,365

In meriting such close advertising comparison with newspapers published in cities two to seventeen times larger than Columbus, the Dispatch has given Columbus and the Great Central Ohio Market the distinction of being *the most important market of its size in America.*

This attainment, not of a few months, but of a decade, certainly speaks volumes for the strength of the Columbus Dispatch and the richness of its market.

City Circulation	Suburban Circulation	Country Circulation
60,216	28,937	24,525

Total Net Paid Circulation

113,678

The first year may be the hardest

THIS month *CHILDREN, The Magazine for Parents*, celebrates its first birthday. Editorially, *CHILDREN* is today recognized as the leader of the whole Parental Education Movement in this country. Sponsored as it is by 53 of the leading authorities in education, psychology, nutrition and child care, it presents each month the most authoritative data in popular, readable form. In literally thousands of Parent-Teacher Associations, Mothers' Clubs and Child Study Groups, its articles are regularly studied and discussed.

Its circulation has gone far beyond even the bounds of our expectations. Today we are guaranteeing 60,000 net paid, A.B.C., average 12 months.

Finally, *CHILDREN* has attracted a group of advertisers which we venture to say is almost unmatched, as a first-year showing, in the history of American magazine publishing.

A Partial List of Advertisers (and their agencies) who have used space in *CHILDREN*

FOOD

Cream of Wheat *J. Walter Thompson Co.*
Wheatons Company *McKee & Albright*
Royal Baking Powder Company *J. Walter Thompson Co.*
Jell-O *Danby Company*
Knox Gelatine Company *Federal Ad. Agency*
Hills Brothers Company (Dromedary Dates) *Barton, Durstine & Osburn*
F. H. Bennett Biscuit Co. (Wheatworth) *Obitained-Perkin-Lefingwell*
Joseph Burnett Company (Flavoring Extracts) *O'Connell-Ingalls*
Thompson's Malted Food Company *J. R. Hamilton Ad. Co.*
Horlick's Malted Milk Co. *J. Walter Thompson Co.*
Shookum Fruit Exchange (Shookum Apples) *Lyford Company*
Vitamin Food Company (Vegen) *Kling-Gilman Company*
Kaffee-Hag Corporation

CLOTHING

I. B. Kleinert Rubber Company *Federal Ad. Agency*
Cantilever Corporation (Cantilever Shoes) *Catefor & Freund*
Stranigan, Green & Co. (Maid O'War Mitts) *Catefor & Freund*
Neasearth Waist Company *H. E. Lason Ad. Agency*
Ground Gripper Shoe Company *Frank Isamen, Inc.*
Howlett & Hackmeyer (Zip-ons) *J. Walter Thompson Co.*
Capitol Silk Corporation *Wildman Ad. Agency*
A. DePina *Geo. L. Dyer Company*
George Frost Company *H. B. Humphrey Co.*
B. Z. Waism

HOUSEHOLD

Scott Paper Company (Scotties) *F. Wallis Armstrong Co.*
Lever Brothers (Lifebuoy Soap) *Rathbun & Lee*
Vitaglan Corporation *N. W. Ayer & Co.*
Jacobs Scale Company *Lawrence Fering Ad. Agency*
Kitchen Craft Co. (Cooking Utensils) *Gramer-Krutz Co.*
Aerobade Company (Porch Screens) *Klein-Van Patterman-Dunlop-Yangman*
Standard Textile Products (Sanitas) *H. B. Lason Ad. Agency*

TOYS

J. L. Wrights (Lincoln Logs) *John L. Taylor*
Merrenaker Corporation (Playground Equipment) *Mitchell Ad. Agency*
Strombeck-Becker Company (Building Toys) *Mitchell-Fox Ad. Agency*
Standard Pressed Steel ("Busy Kiddie") *Irvin F. Paschall, Inc.*
Playground Equipment Company (Jungle Gym) *Addison Lewis & Associates*
Kiddie Gym Company *Wollensack Optical Company (Microscopes, etc.)*
Victor Novelty Mfg. Company *H. C. Gordon, Inc.*
Interstate School Service *Brady Ad. Agency*
Chambers Ad. Agency

BABY SUPPLIES

Juvenile Wood Products ("Little Toddy") *Irvin F. Paschall, Inc.*
South Tamworth Industries (Nursery Aid) *A. W. Ellis & Company*
Rockaway Manufacturing Company (Babywipes) *Pratt & Gilbert*
Russell Mfg. Co. ("Bisco Babogard") *Burnham & Fisher, Inc.*



BABY SUPPLIES (continued)

Child Welfare Guild (Jackson's Sanitary Thumb
Guides)
Baby Pal Chair Company Wm. Lewis Adm. Agency
Croome, Wallace (Jimmy Jumper)
Dorothy Company

MISCELLANEOUS

National Piano Mfrs. Ass'n. Frank Prosser Co.
Pater Manufacturing Co. (Safety Fire Escape)
Harjo-Johnson-Hawson
Eaton Company (Supporters)
The Karpis Company
Dennin Manufacturing Co. (Paper Products, etc.)
Barnes, Durstine & Osburn

PUBLISHERS

W. F. Quarre Company (World Book)
H. W. Ayer & Son
Gentle Emirey (Book of Knowledge)
H. H. Levy

PUBLISHERS (continued)

Doubleday, Page & Company
B. P. Dutton Company
Houghton, Mifflin Co.
The Macmillan Company
Charles Scribner's Sons
The Century Company
Alfred A. Knopf Company
Dodd, Mead & Company
Boni & Liveright
Little, Brown & Company
J. B. Lippincott
D. Appleton Company
G. P. Putnam's Sons
F. A. Stokes Company
F. B. Compton (Picture Encyclopedia)
F. R. Hamilton Adm. Co.
Williams & Sawyer
Churchill-Hall, Inc.
Wood, Patten & Wood
C. J. Olliphant
Albert Frank Co.
Vredenburgh-Kennedy
Charles H. Dunbar
Alfred Wallersteint
C. Howard Herman
Saidt, Sturges & Moore
Charles H. Dunbar
Charles H. Dunbar
C. J. Olliphant

SCHOOLS AND CAMPS

33 of lending ones throughout the country

CHILDREN, *The Magazine for Parents*

333 Fourth Avenue, New York

Chicago Representative, Strand B. Galey, 121 W. Monroe Street



How a leading department store saves postage

BULLOCK'S, one of the leading department stores of Los Angeles, sends to a selected list of women reprints of full-page newspaper advertisements as advance notices of sales. Ordinarily, the postal costs on these mailings would be excessive—but the paper Bullock's uses for these reprints is Warren's Thintext.

Thintext is so thin it saves room, and so light it saves mailing costs, yet its surface is so smooth and velvety that it gives beautiful printing

results. It is not difficult to handle on the press, folds smoothly and binds well. And it is sufficiently opaque so that printing on the front will not make printing on the back hard to read.

Our free booklet, "Making it Easy to Plan Printing on Warren's Thintext," contains some interesting suggestions on how you can use Thintext effectively in your mailing pieces. Send for it.

S. D. Warren Company,
101 Milk St., Boston, Mass.

THINTEXT

one of WARREN'S STANDARD PRINTING PAPERS

These Industrial Salesmen Are Asked to Develop Mail Orders

If Mail Orders Are Few and Far Between This Company Feels the Territory Is Not in Healthy Condition

By H. T. Potter

Vice-President, The Wyoming Shovel Works

REFERRING to K. G. Merrill's article in the August 11 issue of **PRINTERS' INK** entitled: "Should Industrial Salesmen Be Compensated for Mail Orders?"—isn't it funny how the wheels of distribution continue to revolve when the controlling elements have such acutely different views?

For years we have endeavored to build up our business on the premise that a man in charge of a territory should be credited with all the business in that territory and absolutely no point of difference drawn between the method of relay of orders to the office or any attempt made to relate mail orders to the time of the salesman's calls. We tell our salesmen that a certain territory is theirs and whatever comes out of it in the way of business shall be the determining factor in their income. We further tell our salesmen that if a customer gets into the habit of depending upon their visits to replenish his stocks that they may be setting up dangerous intervals when the stocks will not be complete.

We try to teach our salesmen that the postal system in this country was organized for the purpose of carrying messages and that they never leave a customer in the right frame of mind if they make it necessary that they be there before an order can be placed. We explain that a dealer is not properly allied to the factory until there is a well-developed desire to sell as much of our product as possible, day in and day out, and to replenish stocks as often as necessary regardless of the schedule of visits of the salesman.

We measure a man's work by the activity of the mail-order business from his territory. If the

mail orders are few and far between and the salesman has to be on hand in order to get orders—then we form the opinion that the territory is not particularly healthy and the salesman's shadow is very short. If the mail orders are plentiful, coming in day by day, we can't help but form the opinion that the salesman in that territory has formed a profitable alliance with our customers.

THE PROPER STOCK

Then, besides this following of what you might call loyalty to the line, we instruct our men to try to teach the dealers just what is the proper stock—setting up minimums and whenever these minimums are reached then an order is automatically forthcoming. This might lead to more small orders of course, but it eliminates the possibility of the stock of any item becoming dangerously low—awaiting the time when the salesman can call.

We heard the other day of a concern that paid 7½ per cent on orders that came in direct from the salesman and 5 per cent on mail orders—rather giving the impression that mail orders were black sheep.

It doesn't matter so far as the salesman is concerned, because good salesmen have to be remunerated properly and if they are only recompensed with a commission for those orders they send in direct or which come in within ten days of their visit, then the commission on such orders has to be higher than if every piece of business was commissioned.

Our men actually preach to their customers the gospel: "By all means keep your stocks in shape—don't wait for me to come around, because when I come my

mind will be set on constructive work for new business. You don't even need to mention my name to the factory, because there is only one place where credit can go and that is to me. It doesn't make any difference whether you send it by mail or I send it in. If the sale of our product isn't such as to demand a free flow of goods from the factory—then I have neither thoroughly sold you nor the territory."

As I said in the beginning, isn't it funny how successful concerns will look at a matter from entirely different angles? Here, we look with great favor on mail orders as evidence of the best exploitation of a territory, while other concerns and successful ones tabulate mail orders as a weakness. On the whole, however, isn't it fair to say that a healthy mail-order income direct from customers to factory indicates a strong connection and healthy condition and is what a salesman should strive for, instead of against?

L. E. Shears with George L. Dyer Agency

Loren Ellsworth Shears, for seven years chief of the plan and copy departments of The Conover-Mooney Company, Chicago, has joined the staff of the George L. Dyer Company, New York advertising agency. He was at one time with the Wm. H. Rankin Company, also of New York.

Timken Roller Bearing Net Income Gains

The Timken Roller Bearing Company, Canton, Ohio, reports for the six months ended June 30, 1927, a net profit of \$5,406,834, after charges and Federal taxes, against \$4,903,490 in the first half of 1926.

F. E. Gymer to Return to Cleveland Trust Company

Frederick E. Gymer will shortly join the Cleveland Trust Company, Cleveland, as assistant publicity manager, a position he formerly held. He has been with the Mellen Associates, Honolulu.

Austin C. Lescarboua has become associated with *Current Ideas*, New York, as managing editor. He will continue the advertising business he conducts at New York.

Banking Service and Merchandising Compared

The Corn Exchange National Bank, Philadelphia, recently used newspaper advertising to point out that quality must be behind banking as well as behind advertised products in order to bring success.

The advertisement was headed "Quality in Banking a Modern Requirement," and opened with the paragraph, "Every advertiser in merchandising lines knows that quality must back advertised goods to bring success year after year. There is quality in banking as in merchandising. Nowadays the wide awake business man or woman needs a bank that is more than merely a place to deposit money."

The advertisement lists fourteen services which the Corn Exchange National Bank has at the disposal of its customers.

Lyman F. Barry Starts New Advertising Business

The Lyman F. Barry Company, Inc., has been formed at New York to conduct an advertising business. Lyman F. Barry is president and treasurer of the new company. For the last three years he has been assistant advertising manager of the Experimenter Publishing Company, New York. M. L. Barry is vice-president, and F. S. MacFall, secretary.

Increased Advertising Planned for Fos-For-Us Products

The advertising campaign of the International Agricultural Corporation, New York, on Fos-For-Us mineral supplements for feeding stock and poultry, has been increased to include farm journals and local newspapers in seven states. The Ferry-Hanly Advertising Company, Inc., New York, is directing this advertising.

Big Increase in Canada Dry Net Income

Canada Dry Ginger Ale, Inc., N. Y., reports for the six months ended June 30, 1927, a net income of \$1,273,529, an increase of \$427,123 over the corresponding period last year.

Canadian Advertising Business Opens Paris Office

The General News and Advertising Agency, Montreal, has opened a branch office at Paris. E. Montet, formerly of the Montreal office, is manager.

Form The Mass Market Group

The Mass Market Group has been formed at New York to include *True Romances*, *True Experiences*, *True Detective Mysteries* and the *Dream World*. These publications had been members of the True Story Group.

Sans Bunk

By every standard of market values the Magic Empire is the complete Tulsa market unit . . . and Oklahoma's richest market.

To cover this market your advertising must not only reach the big purchasing power of metropolitan Tulsa, but must also reach into the surrounding towns within an average radius of 70 miles.

Only one newspaper can give you this coverage: The Tulsa World.

In 98 thriving towns of the Magic Empire the Tulsa World is delivered by carrier as in the city proper. Sixty-one of these communities had a population of 1,000 or over in 1920 and many have grown to

much larger populations during the past few years.

Only 19 of these 98 towns have daily newspapers of their own, and only 8 of them have Sunday newspapers of their own.

88% of the World's total circulation in the city of Tulsa is home delivered by carrier and it is read by more than 30,000 families in the Magic Empire *outside of Tulsa*. Its supremacy is not even approximated.

Here is *selling power*. Selling power increased by an efficient coverage of the Magic Empire that no amount of money can buy in any other Oklahoma newspaper.

Detailed market information on request.

Sworn Average Net Paid Circulation July 1927

DAILY
79,358

SUNDAY
64,198

NATIONAL REPRESENTATIVES

The Ford-Parsons Co.
300 N. Michigan Ave., Chicago
58 Sutter St., San Francisco

Bryant, Griffith & Brunson
9 East 41st St., New York
201 Devonshire St., Boston
Walton Bldg., Atlanta, Ga.

Davies, Dillon & Kelly
707 Land Bank Bldg.
Kansas City, Mo.

An All-Day Newspaper

TULSA WORLD

Oklahoma's Greatest Newspaper

MORNING

EVENING

SUNDAY

Financial Advertisers Call on Other Industries for Ideas

Speakers at Annual Convention Tell of Advertising Experiences of Maxwell House Coffee, Fuller Brushes and Life Insurance

AT its convention, last week at West Baden, Ind., the Financial Advertisers Association invited speakers from fields outside its own to tell about their advertising experiences. This was done in order that its members might benefit from the consideration brought to bear on advertising in its broader phases.

For instance, the part which advertising takes in building sales of Maxwell House coffee was described by Henry T. Stanton, vice-president of the J. Walter Thompson Company, Chicago. His remarks are reported in this issue beginning on page 165.

This feature of the convention is of particular interest since it once again emphasizes the point so often made that ideas employed in one industry may be of practical help to another industry. Everett R. Smith, of The Fuller Brush Company, made this interchange of ideas the theme of his address. "People are just the same sort of folks, whether you are selling them brushes, automobiles or savings or investments," he said. The basic advertising and selling principles which build the business of any one of these, he pointed out, are those which may be used for all.

A large part of the trouble with financial advertising, in the opinion of Mr. Smith, is that it is written from the objective instead of the subjective viewpoint. His comments indicated a need for more life in financial copy. What is being done along this line in another industry, life insurance, was explained by James A. Whitmore, agency manager of the Phoenix Mutual Life Insurance Company. A report of his address appears on page 97.

Banking and investment advertising problems were discussed by representatives from within the industry at general and departmental sessions. The tendency noticeable

in many conventions to pat the industry on the back was avoided and while the progress made during the year was freely stressed, the opportunity for constructive criticism of certain advertising matters was not overlooked.

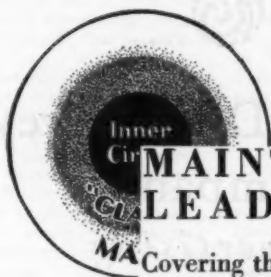
The discussion on "Bank Slogans and Their Appropriateness," is a case in point. This topic was assigned to Bryant W. Griffin, advertising manager of the National Newark & Essex Banking Company, Newark, N. J. He wrote to fifty members of the association asking for their opinions on bank slogans and, he stated, all but five of those questioned were opposed to their use. Some of the members questioned and their reasons were quoted by Mr. Griffin who read the following comments:

S. A. Linnekin, advertising manager, Central National Bank & Trust Co., St. Petersburg, Fla.: "I don't think much of them and I can't say that I really ever noticed any bank slogans that were particularly appropriate or forceful. It seems to me that most bank slogans are meaningless and toothless."

John Poole, president of the Federal-American National Bank of Washington, D. C.—"We have not used any slogans whatever since this bank has been organized. The writer has seldom seen a banking slogan that he thinks is peculiarly adapted to any certain institution."

E. H. McIntosh, of the William Elliott Graves Company, of Chicago, formerly of the Fidelity-Union Trust Company, says: "A slogan is the bunk. For a slogan to get across these days the bank must rise to the slogan. For instance, one bank in every city has the slogan 'A friendly bank.' Did you ever see one instance where that bank was any more friendly than the rest? I never did."

Frank Merrill, advertising man-



MAINTAINING LEADERSHIP

Covering the Inner Circle as thoroughly as it does it is only natural that Harper's Bazar would be used increasingly by advertisers cultivating that market.

That their judgment constantly is being substantiated is evidenced by the fact that

October advertising (just closed) totals 149 pages.

... sixty years of quality leadership is being maintained.

Fredrick Drake

Business Manager.

HARPER'S BAZAR

119 WEST 40TH STREET • NEW YORK CITY



Charles Daniel Frey
Company
Advertising

30
North Michigan Avenue
Chicago, Illinois



CLIENTS

.....
Crane Co.
S. Karpen & Bros.
The Atlas Portland Cement Company
United States Radiator Corporation
Wilson Brothers
Moline Implement Company
.....

MAGAZINE
NEWSPAPER
OUTDOOR
DIRECT MAIL

ager of the Northwestern National Bank of Minneapolis, says: "Frankly I don't think much of the emblems and slogans that banks use. The latter sounds forced and the former is apt to be dull stuff that merely clutters up good advertising space. If a bank's advertisements are inclined to be dull anyway, the emblem, instead of stimulating perusal is a detour signal. Same with a slogan."

The importance of getting headlines that will create interest in an advertisement was discussed by Littleton Fitzgerald, Jr., of the American National Bank, Richmond. He limited his remarks to the consideration of typed headlines for, as he stated, bank boards of directors usually don't sanction sufficient expenditures to provide for the purchase of art work.

A source of interest-compelling headlines, according to this speaker, may be found in putting pertinent questions directly to the reader. The following typical examples were quoted:

What are you worth?
Have you a sense of values?
Does your husband tell you everything?
Did you ever live in a weather-beaten house?
Do you own your own home?
When business men discuss you, what do they say?
How will you trade?
What are you doing with it?
If you earn \$50 a week, can you do this?
How old are you?
Ever been so deep in debt you couldn't see daylight?

Some frank comments on the fallacy that through advertising a bank may be made to reflect a spirit that is foreign to that exhibited by its executives were delivered by Leopold Chambliss, of the Fidelity Union Trust Company, Newark, N. J. "I have never understood," he said, "why a bank's advertising should carry Pollyanna copy when the senior vice-president is known everywhere as the most hardboiled man in town. If it is the policy of an institution to be choosy in regard to its customers or to enforce strict requirements as to balances, it is economic waste to cast a halo of romance around the institution by advertising.

"It is the same kind of waste," he continued, "that would exist in department store advertising if the newspaper copy repeatedly featured dining-room chairs where the furniture buyer was late in his chair deliveries."

A debate on institutional versus departmental advertising, in which the participants were William E. Brockman, Minnesota Loan & Trust Company, Minneapolis, and G. V. Kenton, National Bank of Commerce, St. Louis, found both speakers agreeing that both types of advertising should be used in financial advertising.

Salesmen know that good-will alone will not sell merchandise, and that an article must be described effectively if prospective customers are constantly to be reminded to buy, stated Mr. Brockman, and, if you accept this statement; further arguments are unnecessary to convince advertising men of the importance of selling the departments of financial institutions. Banks and investment houses, he said, were adopting the plan followed by department stores, which, recognizing the value of institutional advertising, find a way of bringing it out without interference with departmental selling.

Mr. Kenton cautioned against laying out a campaign that might be top-heavy and lop-sided with departmental advertising. "Run at least an occasional institutional advertisement," he advised.

The convention, this year, is the first under the plan adopted by the association to make its conventions' self-financing. Questioned as to the results of the experiment, C. H. Handerson, retiring president, informed PRINTERS' INK that the convention was an entire success, having the largest attendance ever. Every \$10 registration, instead of the customary \$5 charge, enabled the association to finance entertainment and devote its membership fees to greater service.

Clinton F. Berry, assistant vice-president of the Union Trust Company, Detroit, was elected president. A complete report on the new elections will be found on page 190.

Don't Let the Name Plate Shout Too Loudly

Some Advertisers Think the Signature Should Be the Most Conspicuous Part of the Display—Others Are Equally Certain That It Can Be Self-Effacing

By a Commercial Art Manager

IF the advertisement is, in a sense, a shop, and the name-plate its sign, just what are the ethical proprieties of displaying the latter feature, when a campaign or a single message is being plotted out by the artist?

Apparently a fair majority of advertisers believe that the name plate signature should be as bold as anything in the composition. Indeed, it should dominate. Such advertisers think of the name plate as the reader's sole means of quickly identifying the firm behind the advertisement. They believe one of the first questions arising in the reader's mind is: "Who is saying this?" He does not like the idea of searching around for the sponsor of the message, according to these advertisers.

Mere size, however, is not the sole method whereby prominent display is obtained, although it is very easy to fall into this error. The modern advertiser has been compelled to sacrifice some of his former ideas relative to signature power, and to look about for subtle art techniques which give display strength without sacrificing everything else in the composition.

For the artist, the layout specialist says this: "Today, advertising must be artistic, if your advertisement is to receive the polite consideration of a responsive public

and if it is to hold its own in the presence of such a great volume of advertising.

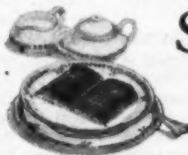
"In view of this, the advertiser himself should not entertain too many pet whims and traditions. He may have a very ugly, clumsy, old-fashioned signature, handed down to him from past genera-

Back for More!



CHILDREN are "choosy." And sometimes their elders, too, like to have their appetites roused by food that's especially alluring. That is why the whole family likes the crisp, savory strands of whole wheat with good rich milk, and perhaps fresh fruit or jam. It's one health habit delightful to anticipate each morning.

THE SHREDDED WHEAT COMPANY
Glendale, Calif., New York
Oakland, California, Hagen, Pith, Canada
Watson, Garden City, England



Shredded Wheat

WHILE THE NAME "SHREDDED WHEAT" IS NOT FEATURED IN THIS ADVERTISEMENT STILL IT IS SEEN ALMOST AT ONCE

tions, and he may insist upon using it in large size somewhere in the layout. He will go so far as to specify this size, and possibly the location. At that moment he handicaps the layout artist, who does not start with free hands. Whatever else the layout man may do, that



**Largest percentage of home owners
of any city in New England
—and one newspaper reaches
nine out of ten homes**

WHEN New Bedford was a whaling port the Standard and Mercury flags were at the mast head. Today New Bedford is the fine textile center of the world, the 4th market in Massachusetts—a prosperous, progressive city of 125,000 people and the Standard Mercury completely dominates the market. It takes your advertising story into nine out of ten homes, morning and evening at a flat rate of ten cents a line!

New Bedford people are industrious. They receive good wages. As an indication of their financial secur-

ity the percentage of families in New Bedford owning their own homes is greater than any other city in New England. As a proof of their prosperity, savings bank deposits are increasing steadily and now total approximately 50 million dollars.

Here is a section, rich in potential, easy to cover by salesmen in point of time, easy to blanket with advertising in an intensive manner. We're ready to show you how to make it yield sales. Write direct to us—or to our representative, the Charles H. Eddy Company at Boston, Chicago and New York.

Member of the Associated Press

NEW BEDFORD



market in Massachusetts
Completely covered by the

STANDARD MERCURY

embarrassing signature has taken up an arbitrary position in his space. He is asked to create an artistic advertisement around or over it, and he knows it is quite out of the question.

"There should be no 'musts,' no 'must nots.' Given some type, a headline, a picture and a signature, the artist is at his best when unshackled and fancy free. This is particularly true where ultra modernism is desired.

"If you turn over to me an ancient, heavy, black monstrosity of a trade-mark signature, with instructions to make it the most important thing in the advertisement, you then and there invite inartistic campaigns. I will meet you more than halfway, granting that your signature is a precious asset, and even sentimentally sacred, inviolate in its form, however out of date. I can take this ugly thing and doctor it, manipulate it to suit the exigencies of the space and of the material in hand.

"I may redraw it, in reverse, white against a gray panel; I may retain its shape and character only, and redraw it in delicate outline. I may Ben Day its strength, to make it a little less offensive to the artistic eye; I may reproduce it in very, very small size, surrounding it with modern decorative effects. There are many things I can do if you insist upon retaining this signature of yours. But please do not specify the size and the po-

sition in the layout, for in so doing you make it utterly impossible for me to produce an artistic advertisement.

"It is quite as bad taste to allow a great, overwhelming signature to run rough-shod over a composition, as for a man to shout his name

during an introduction. The public will 'hear' you; it is unnecessary for your signature to shout at the top of its voice."

These are simple facts. The artist seeks to create a perfect advertisement—perfect in all the subtleties of which he knows professionally. To give him a hulking signature and ask him then to build his balance and artistic composition, with pictures and type, around it, is as unjust as to place some large piece of furniture in the center of a room, and then command an interior decorator, without touching it, to produce a beautiful and balanced library.

One advertiser feels this subject so keenly, he uses no trade-mark

signature of any kind, but each and every headline deftly contains the name. It is mentioned frequently through the text. "By means of art, originality of campaign composition and technique; by the very tailor-made cleverness of my individual advertisements, I will make them recognizable," he has said. "Our official name plate is about 120 years old. It was first cut in wood, and used on boxes. As the years passed, certain changes and modifications were made in it, but,



"It's a wonder some of the insurance companies don't issue a policy against blunders."

"What's the use, when you can buy Kelly-Springfield tires?"

HERE THE NAME OF THE PRODUCT IS
"SOFT-PEDALED"

In August Also

The Sun Led
All New York
Evening Newspapers
in Total Volume of
Advertising

Every month, for more than two years, The Sun has published more advertising than any other New York — evening newspaper.

The  Sun
New York

A Note from WILLIAM ALLEN WHITE:

THE EMPORIA GAZETTE

W. A. WHITE, EDITOR AND OWNER

W. E. HUGHES, MANAGER

EMPORIA, KANSAS

May 17, 1927

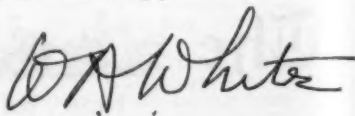
Dear Mr. Katz:

Mr. Hughes, our Business Manager, called my attention today to the fact that our first contract with you was about to expire, and I have signed the document which binds us together for another term.

I want to tell you how keenly I appreciate the intelligent interest you have taken in the Gazette. You have increased our business, have given us the kind of business we like--that is to say, clean high class advertising which our local subscribers and advertisers demand, and you have made it possible for us to maintain our standard and make more money on foreign advertising than we ever made in any other similar period since I bought the Gazette thirty-two years ago. You have outrun all expectations. You have overkept every promise. You have made good.

Yours gratefully,

Mr. G. R. Katz,
Katz Advertising
Agency,
58 West 40th St.,
New York City.



WAW:TT

although not an artist, I can myself recognize that it is a very ugly thing which would be an eyesore if prominently used in our advertising. On the product itself, it will remain an honored, a respected heirloom."

Another quite common and successful solution of the signature problem is to show it on the product itself and only there. Which would seem to be quite enough. Just why advertisers sometimes design displays in which a name is repeated in a half dozen or more places and in as many sizes, is not at all clear. Surely the reader becomes a bit bored.

As a rule, it is not advisable to place a large name plate at the top of a composition. The public is less interested in the name than in what is said about the article. When a name plate usurps the rightful position of the headline, the advertisement suffers irreparably.

Poster-board display for the signature, in a design which seeks to follow modern artistic trends, is disheartening to those who seek to put genuine artistry and "feeling" into a campaign. Let me repeat that there are sundry ways whereby a name can be made at once conspicuous or at least, as conspicuous as is necessary, aside from domineering and dominating full-width splash.

A Welch Grape Juice magazine advertisement is made up of three quite large and exceedingly beautiful still-life studies, photographically produced, and considerable text. There is no outstanding, dominant display of the name "Welch." This does not mean that the advertiser has no trade-mark lettering. A name plate is handy, if wanted.

The name Welch is shown on the label of a bottle and is discreetly in evidence. Why repeat it in large size somewhere else? The reader will not mistake this page for other than a Welch Grape Juice display.

It might be a different story were all trade-mark signatures



ESTERBROOK FEATURES ITS NAME WITHOUT OFFENDING THE EYE

agreeable to the eye and artistic in their hand-lettering. But they are not. The new advertiser is favored in this respect. In designing his standard signature he appreciates its importance and does not adopt anything until he is very certain a sketch promises well and will not become old-fashioned after a few years. He designs it with an eye to the part it is to play in all advertising, forever after.

One national advertiser allows the name plate to be re-lettered anew with every display. The artist fits the style of lettering to the spirit of the advertisement. He determines its size in the same manner and the placing in the layout.

As a consequence of this, each and every piece of copy put out by this concern is as perfect as anyone could ask. They are superbly designed.

Seven times in one half page, an advertiser recently featured the name of his product. It was shown on the article, in very large size, at the bottom, in the headline at the top, and elsewhere through the layout. Always in the distinctive trade-mark style. The advertisement was cluttered with hand-lettering. Reiteration of this kind is an irritation. It is as if the advertiser interrupted himself, every few minutes, to shout his name.

People do not overlook a signature merely because it is in small size in a display.

If that were true, then they would not read the text. Yet advertisers insist upon believing that a signature, a name, must be shown as an exceptionally large unit.

Create a distinctive and artistic name plate and it will be unnecessary to run it across your entire space.

I have seen a signature, hand-lettered, less than one-inch wide, in a page advertisement, and it seemed to be the target of vision, over everything else. It was unique in itself. Action was woven into the script. It was pictorial in character.

A six-column newspaper advertisement for The Little Custom Jordan, splendid in the niceties of its typography and art, ran the Jordan lettering, two inches in width. Your eye located that signature. Larger, it would have over-weighted the text and proved a distraction so far as the pen-drawing at the top was concerned.

Some interesting changes are taking place in the advertiser's consideration of name-plate display.

Signatures are designed with far greater skill and have lasting beauty. They are not permitted to "kill off" everything else in a composition. Their positioning has become a matter for studious study.

That is one of the reasons why modern advertising is of such a noticeably high artistic order.

Appoint Emil Brisacher and Staff

The Pacific Macaroni Company, manufacturer of Gold Medal egg noodles, macaroni and spaghetti, has appointed the Los Angeles office of Emil Brisacher and Staff, advertising agency, to direct its advertising account. A test campaign is being run in Los Angeles newspapers.

Chapell Brothers, Rockford, Ill., manufacturers of Ken-L-Ration dog foods, have appointed the Los Angeles office of Emil Brisacher and Staff to handle their Pacific Coast advertising. Newspapers are being used.

J. S. Gray and S. H. Perry Buy Monroe "News"

The Monroe, Mich., *News* has been bought by Stuart H. Perry and J. S. Gray, publisher and managing editor respectively of the *Adrian, Mich., Telegram*. The new corporation will be known as the Monroe Publishing Company. Mr. Gray will be president. He will also assume charge of operation as editor and general manager.

C. Kenneth Wesley, for the last two years assistant business manager of the *Telegram*, will be business manager of the *News*.

Starts Own Advertising Business at Cleveland

Frank R. Putnam, for nine years advertising manager of the W. B. Day Company, Cleveland, has started his own advertising business at that city. Before his association with the Day company, he was a member of the advertising staff of the *Cleveland Press* for ten years.

Alaska Refrigerator Advances J. L. Collins

John L. Collins, who has been Western sales manager of the Alaska Refrigerator Company, Muskegon, Mich., has been promoted to the position of director of sales. His headquarters will be at Chicago.

Paul Block Buys Newark, N. J., Ball Club

The Greater Newark Baseball Club, Inc., of Newark, N. J., one of the teams in the International League, has been bought by Paul Block, newspaper publisher and head of Paul Block, Inc., publishers' representative.

Paul Herrick Appointed by Outdoor Magazines

Paul Herrick has been appointed by the *National Sportsman and Hunting & Fishing*, both of Boston, as representative in northern New York State. His headquarters will be at Rochester.



What Chance has a Flea

against such an array of ammunition



Good insecticide with killing power

in

Good looking containers



like these

Sealed with a handy efficient closure like Kork-N-Seal



is bad news for the bug family



Williams

KORK-N-SEAL

FOR BOTTLES AND CANS



KORK-N-SEAL makes your maintenance easy by caps—easy to open and easy to reuse. There's no leakage when opening from the Kork-N-Seal inside.

Williams Sealing Corp.
Davenport, Ill.

To know more
ask for the
Kork-N-Seal

Good Salesmen Can Be Found Most Anywhere

It Doesn't Take Years of Experience Selling a Certain Product to Become Proficient in That Line

By A. H. Deute

"ONE of the best men I ever hired," said a biscuit company's sales manager, "was a young life insurance man who had never before sold merchandise. But he had the selling instinct and he would plug along all day. It didn't take him more than a few weeks to learn the ins and outs of biscuit selling."

He was speaking to a group of other sales managers.

"Don't you think, though," a man in the group asked, "that if you could have obtained that same man after he had been selling biscuits for some years, he would have been even better?"

"I question it," was the reply. "I know that's not the generally accepted idea. But I know, too, that man brought a whole new viewpoint into the selling of biscuits. If he had been working for some other biscuit manufacturer, he probably would have brought to us just a biscuit viewpoint—a collection of stories and arguments which have been bandied about in the biscuit trade for years."

There is a popular idea among the majority of salesmen that a man has to sell a certain product for a number of years before he can become proficient in the selling of that sort of merchandise. There seems to be the idea that what a man has to learn is not how to sell, but how to sell a certain item.

Now, that is questionable. Of course, a salesman has to know his line. But it is well to give consideration to the fact that this business of selling consists of really two elements. There is the merchandise to know, of course. But there is the larger element of the human equation to understand, and the fundamental principles of business to learn. More often than not the salesman accomplishes that mainly through learning about

people in a variety of businesses.

This point was brought out by the biscuit company sales manager. "That life insurance man of mine brought a little wrinkle from his insurance experience which he is using with us to good advantage, when the dealer tries to stand him off by saying that he has enough to last him."

"It seems that in life insurance work, this salesman was taught, when the prospect said he would think about it next month or next year, to say: 'That's all right, Mr. Jones, will you just sign this little memo, then, agreeing that you won't die on or before the date you mention?'"

"Of course, that puts the whole thing back into definite selling again, because it gives the salesman a chance to talk on the dangers of waiting."

TRYING IT ON THE CRACKER TRADE

"In the selling of crackers, this chap adopted the same tactics and would say to his dealer: 'Well, if you're going to ask me to wait a month, will you just sign a memo that you won't sell out your present stock before I get back?' Then I can give that to my boss.' Then the salesman went on: 'Of course, you know you can't do that and I haven't any business making a fool remark like that, but don't you realize that you have to have plenty of salable stock with which to do business?' And he is off again at another attempt to close."

One of the best salesmen in a wholesale drug house came to it without any previous road experience. But for five years he had been a window trimmer for a chain of drug stores. There he had been taught to fill the windows with merchandise. There was nothing especially artistic about these displays. But the stores for which

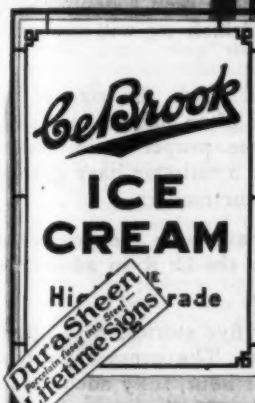
A SIGN THAT INVITES

~and is inviting in appearance

A sidewalk sign invites you to step in for a refreshing bit of ice cream. And when it is a DuraSheen porcelain enamel sign, it makes the invitation more urgent.

For DuraSheen signs, made of porcelain fused into steel, are the finest colored outdoor signs made. They require no upkeep. And nothing can ever dim their permanent lustre.

The fact that the telephone signs you see everywhere are of DuraSheen is eloquent testimony that both quality and price are right.



BALTIMORE ENAMEL

and NOVELTY COMPANY

Makers of "DuraSheen" Lifetime Signs

P.O. BOX E-4, BALTIMORE, MD. — 200 FIFTH AVE. NEW YORK



You, too, Can Cash in—

—on the growth of the Akron Market which has made this—our new home possible.

We have looked years into the future, altho basing our plans on past performances, and have seen a definite need for a home such as this one into which we will move this month.

Mechanical limitations have held down the size of our issues to the extent that we have often had to turn away advertising copy, to maintain the proper ratio between news matter and advertising copy, a ratio we have guarded jealously in the best interests of our readers.

In spite of our limitations, we have won the position of ranking first in Ohio and sixth in the U. S. in advertising linage among six day newspapers.

The new building is designed for five stories, with utmost efficiency and speed the keynote. The press capacity is 112 pages at the rate of 72,000 per hour, fully adequate for the demands of this growing Akron Market.

AKRON BEACON JOURNAL

Member of the 100,000 Group of American Cities

(STORY, BROOKS and FINLEY, Representatives)
 Chicago New York Philadelphia
 Los Angeles San Francisco

he worked were highly successful. Every independent retail druggist looked upon them with fear and envy. When this salesman acquainted the dealer with the fact that he had done window trimming for them for five years he was on home territory, as it were.

He could talk with authority. And he could talk about the value of having good quantities of merchandise on display. He has been better able than most men to combat the idea of "twelfth of a dozen assorted" buying. His technical knowledge of selling drug sundries was limited. His main stock in trade was his ability to give the orthodox drug trade a new and outside viewpoint.

A friend of mine who runs a candy jobbing business found that his orders were running smaller and smaller in size. His sales force had become imbued with the idea of rapid turnover on the part of the retailers. Instead of selling thirty to fifty-pound pails or cases of candies, these men were developing into a force which seemed to confine its efforts to five-pound boxes of the same goods.

One day a young man caught his eye. This young chap was in charge of the candy department in a Woolworth store in a Middle Western city. The candy jobber watched this man and a helper unload barrels of jelly beans, weighing several hundred pounds. He asked himself: "How is it possible for a Woolworth store to handle these things in barrel lots?" The price at which they were retailing those beans was the same at which the jobber's retailers could sell jelly beans if they would buy of him in barrel lots. So this jobber struck up a conversation with the young Woolworth man.

It developed that the youngster was used to handling candies in sizable quantities. He had been taught to display quantities of candy and to take advantage of the psychological effect of liberal portions piled into big trays and sections.

"People buy more candy when they see a whole lot of it right in front of them," he said. "It puts



"A good advertise- ment of a good pro- duct will always pay in 'Punch'"

THOMAS RUSSELL

MARION JEAN LYON

Advertisement Manager, "PUNCH"

80, FLEET STREET
LONDON, E.C. 4, ENG.

Good Copy

when backing an
article or service
of genuine merit
can prove its
superior value.

HAWLEY ADVERTISING COMPANY

Inc.

95 MADISON AVE.
NEW YORK CITY

them into a candy eating mood. Also, they have an idea it is fresh and new stock. It looks more inviting. People don't think anything of buying a couple of pounds out of a fifty-pound section, while they would hesitate to buy more than a nickel's worth out of a little tray with maybe only a pound in it."

"You really believe that?" the jobber asked.

"Sure—no doubt about it," was the reply. "I see it going on every day. It's the only way to sell candy."

"Could you teach retail candy store people all over the State to think that way and work that way?"

"Yep—if there's money in it," was the reply.

This chap didn't know anything about being a road salesman. Later on, he capitalized the fact. He used to depend upon a sort of stock argument like this: "Of course, I'm not a regular salesman. I've always been a behind-the-counter man. Sold candy behind the counter for Woolworth's for years. But possibly I can give you a few wrinkles that worked fine with Woolworth and ought to work with you. How'd you like to have me fix up your case like they fix theirs? It certainly moves lots of candy."

Soon the salesman was at it, planning the dealer's case. Generally it involved selling him a quantity of large trays, glass dividers and other typical Woolworth show case fixtures. It also called for the placing of a Woolworth size order.

Business houses of a general type work along similar lines. When one manufacturer of a food product, for example, develops an idea which is more or less original, it is but a few days until just about everybody in the food field knows about it.

In the main, there is very little difference between the ways in which a half dozen biscuit manufacturers sell goods. There is very little difference between the methods employed by packers of canned vegetables and canned milk.

Johnstown's Payrolls Are Growing

CITES STATISTICS OF CAMBRIA PLANT

Schwab Shows Bigger Production and Wages Since Bethlehem Took Hold

Tribune Bureau,
Ebensburg, Aug. 24.

In his address last night at Ebensburg, Charles M. Schwab cited the following figures:

In 1921 and 1922, the two years immediately preceding the acquisition of the Midvale Steel & Ordnance Company, the average annual payroll was \$16,780,000; in the four and one-half years of Bethlehem management, the average annual payroll has been \$25,240,000, an increase of 52 per cent. In his address, Mr. Schwab said:

"I have heard it said that we have introduced so much modern machinery in Johnstown that we use less men. Notwithstanding the introduction of all this machinery, in 1921 and 1922 the average number of employees, exclusive of officials and office help, was 11,535, and in the four and one-half years since we gained control, the average number of men employed, with the same exclusion, has been 13,852, an increase of 20 per cent."

Cover It All Through

THE TRIBUNE

JOHNSTOWN, PA.

NATIONAL REPRESENTATIVES

BRYANT, GRIFFITH & BRUNSON, INC.

NEW YORK

BOSTON

ATLANTA

CHICAGO

A man who has spent twenty years as a salesman, selling groceries, picks up all sorts of information which is quite commonplace in grocery circles. If he changes jobs, more than likely he keeps within the grocery circle, where he knows people and feels that he knows methods. So he goes to another house. He knows their ways. They know his general methods. Nothing new happens.

But witness this: A certain salesman, well known in the canned milk trade, has been spending something over twenty-five years learning the business. He knows a great deal about canned milk and the history of the trade and its practices. That man is now in charge of a certain territory. He has worked up to that job. A youngster who had spent four years on a daily newspaper in an upstate town in New York, made up his mind to get into the food product business. He applied for and got a job in this man's territory. It was made clear to him that knowing nothing about selling canned milk, it would probably take him many years to learn the business.

As a matter of fact, within a week he was going the proverbial "great guns." Within a year, he had a much larger job. "How did you do it," I asked him. "not knowing the milk business?"

"Milk is pretty much milk," he replied. "All the leading houses put out good milk. They all do pretty good advertising. What one house does, all the others are soon doing. There isn't much originality possible, taking the sales forces as a whole. But there's plenty of room for originality among the individual men. I didn't work around the advertising department of a newspaper in Syracuse for four years for nothing. I brought a good kit of working tools with me to use on the retail trade. I knew how to tell them to improve their store advertising; how to collect bills; how to compete with the new chain-store across the street. I could talk to them about a thousand and one things. I didn't have my head full of just

milk and milk prices and what the competition was doing. On the contrary, I had a lot of things to tell which I brought from other lines of business."

In the constant effort to build up the quality of the sales force, there seems to be much opportunity in finding men in other lines of business who can bring into one's particular line an outside viewpoint and outside experiences which will be helpful. Men with a few years of newspaper experience usually have accumulated a wide general knowledge which is often highly useful. Retail store clerks often prove to be good salesmen, unless they have been behind the counter so long that they have developed the habit of filling customers' wants rather than teaching them how and what to buy. Men who have sold insurance have generally learned resourcefulness which, when applied to mercantile selling, stands them in good stead. Men who have made good selling washing machines and other household equipment frequently make good recruits for wholesale hardware houses.

Invigorating the sales force by going into outside lines is not a new thing. It is being done right along, more or less unconsciously. It may be, however, that many a sales manager can still improve his force by deliberately looking into certain unrelated but more or less harmonizing lines of business for new material.

Glenn Snyder to Leave "The Nebraska Farmer"

Glenn Snyder, for the last four years advertising manager of *The Nebraska Farmer*, Lincoln, Nebr., has resigned, effective October 1.

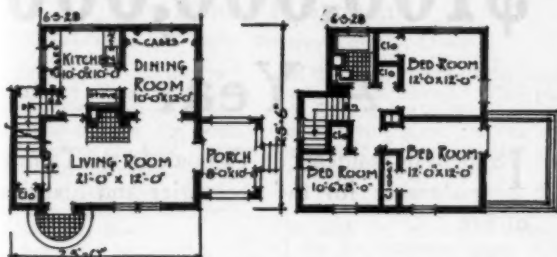
New Jersey Publishers to Meet

The sixth annual Newspaper Institute of the Jersey Press Association will be held at Rutgers University, New Brunswick, N. J., on October 3 and 4. John M. Thomas, president of Rutgers, will speak at the opening session.

Appoints Fred Kimball, Inc.

The Brownsville, Pa., *Telegraph* has appointed Fred Kimball, Inc., publishers' representative, as its national advertising representative, effective October 1.

America's Most Popular Floor Plan



DO you know why this plan probably out-distances all others in the field of small house construction? The facts about it accompany an interesting story on insulation to appear in the October issue of People's Popular Monthly

*Home Building Department
Directed by*

MAURICE I. FLAGG

Probably no housing authority in the United States is better informed on the whys and wherefores of the small house market. Mr. Flagg was a pioneer in this service. He originated and developed the first housing service for any state government (Minnesota) 12 years ago. His work commanded the attention of housing experts, state and foreign governments. He was selected to direct the service of The Architects' Small House Service Bureau of the United States, Inc., and has been largely responsible for the promotion and extension of that service nationally.

We are glad to announce that Mr. Flagg will direct our Home Building Department. It's a small town service but the bulk of all housing is largely a small town activity. And that is the special field to which Mr. Flagg will talk each month. Follow his selective service and watch how closely he will tap the "Average Cost Home Market"—the \$5,000 house and less.

**PEOPLE'S
POPULAR MONTHLY**

The Magazine of the Small Town

DES MOINES, IOWA

\$100,000,000 A Year

IS spent by residents of Tampa and the Tampa trade area for the necessities and luxuries of life.

This figure is based upon the statistics of the United States Department of Labor covering this territory, and it is conservative. In the Tampa trade area (the territory lying within a radius of sixty miles about Tampa) the Tampa Tribune offers a circulation coverage on week days 27.1% greater than its only contemporary. On Sundays the Tampa Tribune is the only newspaper of general circulation distributed in this territory, — and its circulation is 64% greater than that of its week day evening contemporary.

These facts tell why it was that in 1926 *38 of the country's largest advertisers used the Tampa Tribune **EXCLUSIVELY** in promoting the sale of their products in the richest section of Florida.

*These advertisers used 5,000 lines or more. Many other exclusive advertisers used less.

TAMPA MORNING TRIBUNE

"First on the West Coast"

S. E. THOMASON, Publisher
Tampa, Florida

The S. C. Beckwith Special Agency

National Representatives

How Maxwell House Hooks Its Advertising to Sales Potentials

The Cheek-Neal Coffee Company Operates a System of Sales Analyses That Are Used as the Basis of Its Advertising Plans

By Henry T. Stanton

Vice-President, J. Walter Thompson Company, Chicago

THE development of the business of the Cheek-Neal Coffee Company from that of a small coffee-roasting plant in the South to the greatest of its kind in the world is one of the romantic business stories of all time.

The tools with which Joel Cheek built his business were:

1. The product
2. His sales organization
3. Advertising

Joel Cheek from the first understood that the foundation of any business success is a worthy product. His was not an easy business. There were thousands of coffee roasters in existence then, as there are today. It was only after years of painstaking work that he achieved that rare blend, Maxwell House Coffee, which is served every day in millions of homes. There is no question in my mind that Maxwell House Coffee, because of its quality, would have succeeded without advertising. Advertising simply hastened and made more profitable the development of the Cheek-Neal business. The first stroke of genius was the development of the product itself.

The brand was first introduced in the early 90's and the first plant was located in Nashville, Tenn. This was the only Cheek-Neal plant until the year 1904.

Between the time of introduction and the later date the business was developed in the territory adjacent to Nashville. Some newspaper advertising was done; also, poster advertising.

In 1904, a second roasting plant was established at Houston, Texas,

Extracts from a speech delivered before the General Session, Twelfth Annual Convention of the Financial Advertisers Association, West Baden, Ind.

and the development of the Southwest market started. This plant was financed out of the earnings of the Nashville plant, and the same methods of exploitation used as in the Nashville development.

In 1910, a third roasting plant was established at Jacksonville, Fla., and the development started of the Southeastern States. Once the Jacksonville plant began to develop its quota of volume Maxwell House Coffee had become the leading coffee of the Old South and the Southwest.

In 1917, a fourth plant was established at Richmond, Va.

All of what we call the Southern States were under the domination of Maxwell House, and operations had been extended into some of the Western States from the Houston plant.

THE TURNING POINT

In 1921, a step was taken which, in my opinion, marked the turning point in the history of the Cheek-Neal Coffee Company and constituted the real index to the great imagination and courage of Joel Cheek. The Cheek-Neal company entered the metropolitan district or New York market. This was no place for weaklings. The New York market is the most difficult market in this country on practically all products. Coffee was no exception. The then largest coffee roaster in the United States was located in New York and dominated the New York market. Mr. Cheek decided that Maxwell House Coffee was good enough to win in New York and he backed his judgment with a great deal of money. It took several years to do the job, but it is interesting to know that New York today is one of the strongholds of Cheek-Neal,

REWARDS and PRIZES

for
SALESMEN
DEALERS
and
CLERKS

You may argue the extra sales effort devoted to your goods will mean larger sales and more profits for salesmen, dealers and clerks—

BUT they know your interest is primarily in yourself—that if it were not so, you would not be so concerned about them.

Still, you can secure that extra sales effort with all the added profit it will bring you, if you will show a willingness to compensate them for it.

It need not be in cash. That would be folly. It would affect your price in their eyes.

But to offer them merchandise rewards and prizes commensurate with the results they produce, is the height of good judgment and good business.

This organization now serves an important group of representative manufacturers who are doing this very thing—successfully.

It can bring you a like increase in volume and profits, without cumbersome detail, investment or task of handling.

Your inquiry—if well established in your line—will bring full particulars.

**THE
PREMIUM SERVICE CO.,**
9 West 18th Street
New York City

where Maxwell House Coffee outsells by far all other competitive brands.

Observe that up to this point all of the operations of the Cheek-Neal Coffee Company have been local operations. Naturally, local advertising mediums had been employed. All of this time, however, Mr. Cheek was laying the foundation for a national business, and working toward the economics of national advertising.

With the establishment of the New York plant, Maxwell House Coffee was then in distribution in perhaps 65 per cent of the country.

In 1921, national magazine advertising was started, and some \$20,000 was expended. Approximately the same amount was expended in 1922. In 1923, coincident with the larger development of the national market, a broader use of national magazine advertising was initiated. The expenditure that year in magazines ran to over ten times the first appropriation. Then since that time the expenditure has steadily increased until the Cheek-Neal company today is one of the large magazine advertisers of the country.

ADVERTISING STARTED

In 1925, a sixth plant was established in Los Angeles to bring the Pacific Coast territory under development, so that seemingly the Cheek-Neal company was situated to do business competitively anywhere in this country.

However, an analysis showed that there was still one remaining section which could be more profitably served by a plant located at Chicago, and in line with the Cheek-Neal policy of efficient marketing, plans were made for a seventh and final plant. This plant will be completed in a month or so, and will round out the manufacturing cycle of the Cheek-Neal Coffee Company.

That is the chronological development of the Cheek-Neal business and we now come to the sales and advertising methods employed today. The Cheek-Neal company operates a system of sales analyses which could and should be used

BANKING

The Weather
Fair, Breezy and Bristly
Cooler Tonight
Full S. S. Dawn on Mon 3
Revised 10:00

Boston Evening Globe

THURSDAY, SEPTEMBER 21, 1927

The First Consideration in Choosing Your Bank

THE NEW ENGLAND TRUST COMPANY
Devenshire and Milk Streets, Boston
Bank Any Deposit, Withdrawal or Exchange

THE NEW ENGLAND TRUST COMPANY
Devenshire and Milk Streets, Boston
Bank Any Deposit, Withdrawal or Exchange

Affairs of The Nation

REARNEY OFFERS BILLION TO FIND OLD GLORY

REARNEY WILL BE FILED

REARNEY OFFERS BILLION TO FIND OLD GLORY

REARNEY WILL BE FILED

The advantages of the small advertising agency are well known and undeniable. Our clients include some of the strongest names in New England.

SMITH ENDICOTT COMPANY
ADVERTISING
141 Milk Street, Boston

(An Advertising Agency helping a small group of clients to do a larger volume of business)

There MUST Be a Reason Why —

during 1926, as in
preceding years, the

Newark Evening News

ranked, among all
six-day newspapers
in the United States

First!!

in
**NATIONAL
AUTOMOBILE
CLASSIFIED
Advertising
and
Second in Total
Advertising**

Newark & Evening News

EUGENE W. FARRELL

Business and Advertising Manager
Home Office, 215-221 Market Street,
Newark, New Jersey

O'MARA & ORMSBEE, Inc.
General Advertising Representatives
New York, Detroit, Chicago,
San Francisco

by any type of business. There is a known unit of consumption on coffee just as there is a generally known unit of consumption on practically every product. From this known unit of consumption a sales potential is set up for each territory.

An important element in the administration of advertising, today, is its proper correlation with the sales projection. As a business grows, a point is reached where the casual cultivation of territory ceases to produce a satisfactory volume. Under the spur of mass production and the incentive of attaining market leadership, great changes are taking place in sales operations. Cultivation of sales territory has become for the Cheek-Neal Coffee Company an intensive operation which utilizes effectively all of the tools of modern merchandising.

To put it tersely, sales effort is directed against market potential rather than against the previous year's accomplishment. Food-product manufacturers, distributing through wholesale grocers, have long felt the need for a determination of the area around a given distributing center that wholesalers covered intensively on the national brands.

Three years ago, we set ourselves to the task of establishing these distributing points, and defining the boundaries of the area of operation around each. As a result of this work, we divided the country into 625 accurately defined grocery jobbing districts. This gives us a basis for a more exact sales and advertising operation. For each of these jobbing districts we build such fundamental statistical information as the number of families, the cities in each population group, the number of retail grocery outlets, the number of wholesalers, the annual total coffee consumption, the quantity of circulation of each magazine and its ratio to families in each county and city in the area.

We are thus able, first, to evaluate the potential of each unit of the market, and second, to set up a sales objective for each specific

Do you advertise to white folks?

More than 90% of Decatur's population is native-born white. That fact, together with the city's location in a rich agricultural district, mean exceptional purchasing power.

Decatur's trading territory includes 176,190 population, and the city is served by local trains, electric interurbans, and a system of hard and improved roads radiating in all directions.

THE REVIEW, known as "The Community Paper," easily leads local dailies in circulation and advertising.

DECATUR (ILLINOIS) REVIEW



Call on us
For photographs—
Or better yet
Suppose you
Let us
Call on you!
May we?
Or will you?

Apeda Studio
PHOTOGRAPHERS

212 West 48th Street
New York

CHickering 3960

Courtesy of The McCall Co.

Two Points to Remember about Iowa

1

Iowa's per capita income is estimated by a leading economic service at \$763, more than \$100 above the national average, placing Iowa among the first ten states in buying power.

2

Advertisers who understand the Iowa situation know that the consumer market there cannot be properly sold without the use of newspapers in Iowa's twenty-one key cities.

IOWA DAILY PRESS ASSOCIATION

Davenport, Iowa



Up-to-date, accurate information on the Iowa market has been condensed into a 32-page book. If you do business in Iowa, you'll be interested in reading it. Free to executives on request.

Ames	Tribune	Fort Madison.....	Democrat
Boone	News-Republican	Iowa City.....	Press Citizen
Burlington ...	Gazette	Keokuk....	Gate City
Burlington Hawk-Eye		Marshalltown	Times-Republican
Cedar Rapids	Gazette & Republican	Mason City...	Globe-Gazette
Centerville..	Iowegian & Citizen	Muscataine...	Journal
Council Bluffs.....	Nonpareil	Oelwein	Register
Davenport..	Democrat & Leader	Oskaloosa....	Herald
Davenport....	Times	Ottumwa....	Courier
Dubuque..	Telegraph-Herald and Times-Journal	Sioux City...	Journal
Fort Dodge..	Messenger & Chronicle	Sioux City...	Tribune
		Washington..	Journal
		Waterloo....	Evening Courier
		Waterloo....	Tribune

unit. This method is the basis of our sales and advertising planning. With a body of exact information before us, it is possible to make exact comparisons of results. We know the amount and cost of the magazine advertising going into a specific jobbing district. We know the amount and cost of local advertising there. Each month's sales in pounds for that district are reported and tabulated. To reduce all districts to a common denominator, these sales are reduced to pounds per family. We thus have a moving monthly record of results in each district. These results are compared with the results of the previous year, but the important function they perform is to measure the progress toward a sales objective.


These sales objectives are set, not on the basis of a theoretical quota, but on an actual accomplishment in other similar territories. The unusual accomplishment is not used as a basis. The average good performance in similar territories with similar trade conditions is taken in setting sales objectives. This method enables each salesman, and each distributor, to work toward a reasonable objective. During the last two years this method has been carried down to the individual retail grocer. He is being told what coffee volume he should have and how he can attain it.

Failure to make the required rate of progress toward the objective is the subject of an immediate inquiry. Any one of a number of causes may be retarding progress. When discovered quickly, steps can be taken to overcome the specific cause of difficulty.

Through this exact type of sales operation the maximum sales return per advertising dollar can be secured.

With a definitely known advertising force at work and a carefully measured sales opportunity determined, an exact sales requirement is established.

The advertising mediums used by the Cheek-Neal company are national magazines, women's and general; outdoor advertising, post-



Lower Distribution Costs

Retail dealers and their salespeople who know your products and your policies intimately, usually push your line in preference to others.

That means larger volume, better prices and lower selling costs for you—in short, more profits!

You can cultivate that interest and intimacy among your dealers and their salespeople, through a well planned, vocationalized business paper schedule, talking to them through your advertisements just as YOU would, were you face-to-face with them. Incidentally you would give your salesmen more time for the actual work of taking orders.

The unit cost of vocationalized business paper advertising is small; the purchasing power and influence of the dealers you reach is large.

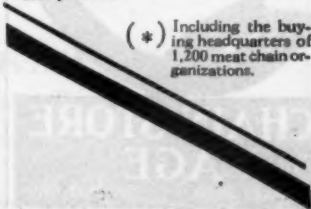
MEAT
MERCHANDISING

109 S. 9th St.

ST. LOUIS

Controlled Circulation monthly to 55,000* selected food dealers retailing meats and related products.

(*) Including the buying headquarters of 1,200 meat chain organizations.



Get out a **BOOK** to picture your house, your goods & your service. Let us plan and print it for you. Call Caledonia 6076



CURRIER & HARFORD
LTD · 468 FOURTH AVE., N.Y.C.



**CHAIN STORE
AGE**

65 Worthy Street

New York City

ing, illuminated signs; newspapers, radio. The allocation of expenditure in these several mediums is arrived at by careful calculation of the job to be accomplished.

As has been said, the Cheek-Neal company has been progressively developing new territory for the last thirty years or more. In the development of this territory local mediums, newspapers and outdoor, have been employed.

After the first development work there must be sustaining work, consequently a less intensive use of these publications in recently developed territory has become a matter of policy. The sustaining job, however, and, in fact, the main brunt of the consumer effort, falls on the magazine advertising. There is no question that the great success of Cheek-Neal business, which in these last few years has been phenomenal, is attributable to national advertising.

Within the last year, radio as a sustaining medium has also been employed and the Cheek-Neal company is pioneering in this new phase of advertising.

ALLOCATION OF BUDGET

With the demands of the development work, the sustaining work, and the everlasting job of making new Maxwell House users nationally, it is difficult to make clear just how the advertising budget is allocated. Substantially, however, it is as follows:

A given sum of money is appropriated at the start of each fiscal year, for advertising. This is a percentage figure arrived at after years of experience, and one which, unfortunately, I am not at liberty to give you. The first consideration is given to the needs of the national magazine advertising. This has worked out to an approximate percentage figure, also. After this main item is settled, the appropriations for the local mediums are worked out. These are practically constant percentages, also. Then, with these major sums settled, allocation is made for the different territories on a basis of their comparative needs. In this way the Cheek-Neal company is

Nebraska's Banner Crop Year

Wheat, 75,583,000 bushels, the largest yield in the history of the state; value, approximately \$88,000,000. This crop has been harvested, and much of the money is in the banks.

Corn, estimated yield Sept. 1, 261,000,000 bushels. It is probable that the final yield will be the largest in the history of the state, or right at 300,000,000 bushels. The farm price is near \$1.00 per bushel.

Other crops and prices are in proportion.

The attendance at the Nebraska State Fair was over 355,000—50,000 more than ever before.

Farm folks in Nebraska are optimistic, contented and happy.

The Nebraska Farmer—Nebraska's only farm paper—is subscribed for by, and has the confidence of three-fourths of all the farmers of the state. Without duplication and at one cost, you can reach this market in the most effective manner.

THE NEBRASKA FARMER

Nebraska's Farm Paper

SAM R. McKELVIE, Publisher, Lincoln, Nebraska

TRY COUNTING THE NEW ONES!

—○—
Magnificent Cathedrals
going up
Everywhere

—○—
A TREMENDOUSLY STRONG
and
WEALTHY ORGANIZATION

with
NUMEROUS BRANCHES
in EVERY

CITY AND TOWN
with

ONLY ONE MEDIUM
Absolutely Restricted
to the church buyer

—○—
Write for samples and information
concerning
The Church Trade Journal since 1899

The EXPOSITOR

710 Caxton Building
Cleveland, Ohio

156 Fifth Ave.
New York City

37 S. Wabash
Chicago, Ill.

Rich

The vast agricultural region of Northern California is rich; now more prosperous than ever before...*The San Francisco Chronicle* covers it.

San Francisco Chronicle

always within the limits of good business on its total advertising expenditure and allocates that expenditure as scientifically as is possible on a basis of the comparative needs of the different geographical sections.

You will not have a real understanding of the advertising plan of the Cheek-Neal company if you fail to understand the plan behind the advertising message itself. The Cheek-Neal company knows what every manufacturer knows—that advertising dollars are as substantial as the dollars invested in any other branch of their business, and they have their dollars work to the limit by developing for their brand an advertising thought worthy of the product.

"Plain Talk," a New Publication

Plain Talk is the name of a new monthly magazine which started publication with an October issue. This magazine is published at New York by Plain Talk, Inc., of which B. A. Mackinnon is president and H. K. Fly, secretary-treasurer. H. T. Hatcher, formerly with *The Bookman*, New York, is advertising manager. The editorial contents, according to the publisher, will be devoted to articles on present-day problems.

Metal Novelty Account to Providence Agency

The Evans Case Company, North Attleboro, Mass., manufacturer of cigarette cases, pocket lighters, and other metal novelties, has placed its advertising account with the Granville S. Standish Advertising Agency, Providence, R. I. Newspapers and magazines will be used.

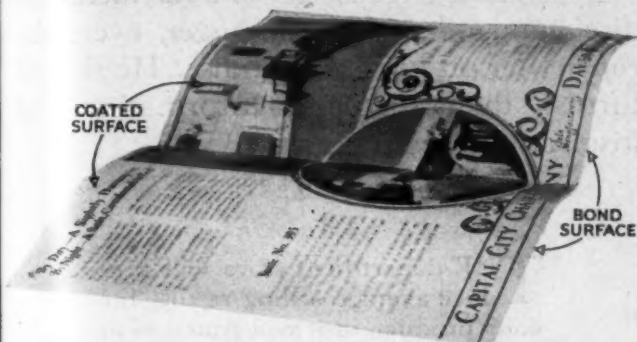
G. C. Smith, Vice-President, Andrew Cone Agency

Gerald C. Smith has been appointed vice-president in charge of national accounts of the Andrew Cone General Advertising Agency, New York. He was recently with Frank Seaman, Inc., and before that, with the Dorland Agency, Inc., both of New York.

H. K. Atwell with Hanna Manufacturing Company

H. K. Atwell, formerly with the Rawlings Manufacturing Company, St. Louis, has been made sales manager of the Hanna Manufacturing Company, Athens, Ga., sporting goods.

The Paper Made Especially for Illustrated Letters



AS advertising grows, it finds itself needing new papers . . . a bond paper of reasonable price . . . a coated sheet that folds well . . . a good paper of extreme light weight.

So the need sprang up for a paper suited to four-page illustrated letters, for neither bond, book nor coated papers combine in a single sheet all the needed virtues.

Bond papers from their very nature did not have the opacity that the four-page letter demands. The surface was not suited for fine screen halftone printing.

If coated papers were used, the letter looked too much like a circular. It lost the "letter look" that bond papers alone seem to give.

So we produced TWO-TEXT, a bond paper on one side for the typewritten message . . . a coated paper on the other for the illustrated part . . . a sheet that is opaque.

TWO-TEXT is sold by leading paper houses in the United States and Canada. We will gladly send sample sheets upon request and the names of our distributors.

STANDARD PAPER MFG. CO.

Richmond, Virginia

TWO-TEXT is recommended for:

Direct Mail

- For sales letters of manufacturers selling direct to consumers.
- For sales letters of manufacturers selling to industries.
- For sales letters from the manufacturer to his trade.
- For merchandising magazine advertising or poster campaign to the trade.
- For answering inquiries as to product—service, employment.
- For sales letters to retailers.

Dealer Helps or Salesmen's Aids

- For sales letters supplied complete to dealers or mailed to lists furnished by them.
- For dealer letterheads carrying agent's name outside—manufacturer's message inside.
- For bill heads of agents or dealers.
- For providing miniature posters for window displays that are reproductions of magazine copy or posters on one side and a letter to the dealer on the other.

TWO-TEXT

for the
ILLUSTRATED

side-a-coated paper-for-the

LETTER

side-a-bond
paper



TRUE TALK:

Ralph L. Yonker, Advertising Manager,
J. L. Hudson Co., Detroit, in *Printers' Ink*

should sell the buyer, merchandise man, advertising manager, even the copywriter on his merchandise. He should furnish them with the information and inspiration they want."

—[THE ITALICS ARE OURS]—

THE department store will produce average selling results for your product, or it will function at its highest, most resultful speed—accordingly as you stimulate it.

Sell the buyer! Keep selling him. And go after every other store executive who can advance the sale of your goods. Merchandise men are hungry for promotion ideas, advertising men and copywriters want and welcome information and inspiration about the goods their store carries. And the advertiser who provides it shares in the profits.

In the first ten thousand stores the merchandising and advertising executives refer regularly, for ideas and actual buying help to the

DRY GOODS ECONOMIST

239 West 39th Street, New York

Offices in principal cities

Tell and sell the merchant and he'll tell and sell the millions

Successful Retailers Handle Ad- vertised Brands

"FARMSTEAD, STOCK & HOME"
MINNEAPOLIS, MINN.

Editor of PRINTERS' INK:

There are a lot of dealers throughout the country who still think that it pays them to show preference for unknown brands and what may be regarded as job lot products, rather than to concentrate on what have become recognized as advertised brands.

I am under the impression that you have published articles, or at least have facts which can be used to prove to dealers, and through them the jobbers and manufacturers whose products they have favored, that in the long run a larger volume of business will be done for the advertised articles.

If you have facts regarding the advertising success of fifteen or twenty firms, like the Coca-Cola Company, Campbell Soup Company, the Gillette Safety Razor Company, and other great national advertising successes, I shall be glad to receive same.

"FARMSTEAD, STOCK & HOME"
F. F. HOFACRE,
Advertising Director.

THERE are six outstanding advantages to dealers in selling advertised products: (1) Articles that are continuously advertised bring a constant stream of new customers into all stores. (2) The retailer's buying is much simplified and the element of risk and loss reduced to a fraction of what it is in the case of buying unknown merchandise. (3) The dependability of advertised brands and the certainty of being able to replenish stocks on short notice means not only a reduced inventory, but a liquid inventory. (4) Well-known articles in the quality class which have been advertised over a period of time, such as fountain pens, watches, electric appliances, wearing apparel, etc., command a readier acceptance at higher prices than unknown merchandise of equal quality. (5) Sales of advertised products are more frequent in number and therefore (6) such articles have a faster rate of turnover.

A. N. Peters, Columbia, Mo., took over a run-down drug store. He wanted to re-stock it with merchandise that would sell. From his postmaster and local news-

dealers he procured a list of the largest-selling magazines and periodicals in Columbia. He noted the merchandise advertised in these periodicals and stocked his shelves with such articles. In less than a year, his store had gained a local reputation for being "The store where you can get the thing you order."

Flint H. Garrison, when a retailer in a small Texas town, put in a line of unadvertised soap. He thought people would buy it in preference to Pears' Soap, which he also carried. With the unadvertised line on a center table where everybody could see it, and Pears out of sight on the shelves, Pears outsold the other three to one. When he put Pears on the table alongside of the unknown soap, everybody bought Pears. He cut the price on the unknown soap and sales increased about one-third of Pears' sales. Cutting the price on Pears switched all the sales to Pears again.

Then he put the unknown soap on the shelves at a cut price and left Pears on the table at full price. Pears' sales averaged 60 per cent of the total. Putting the unknown soap on the table at a cut price (leaving Pears at full price) made the sales about 50-50. The following week, leaving both brands on the table, the price regular for each, the sales of the unknown brand dropped to almost nothing. Then he cut the price on both, and everybody bought Pears.

S. B. & B. W. Fleisher, in connection with an experiment to test the value of a guarantee plan, proved that the public will buy an advertised product of known quality, and pay more money for it, than an unknown product of equal quality. The company conducted a number of demonstrations in some of the large New York department stores. Garments made of Fleisher yarn, of equal price, quality, style and attractiveness, were divided into two groups. Fleisher guarantee tags were placed on the garments in one group, the price of such garments being raised \$1, or \$2 or \$3, higher than corresponding garments in the second group, which did not bear

—OR WHAT HAVE YOU?

*To Sell 'Em, You Must
Tell 'Em*

The Daily Herald, the newspaper that "Covers the Coast," goes into more than 7,000 homes along the Mississippi Coast—homes which have the means with which to buy the luxuries, as well as the necessities, of life.

**What Have You
to Offer Them?**

THE DAILY HERALD

Herald Building
Gulfport

Herald Building
Mississippi Biloxi

**There is Big Business in
the Hotel Field for
Your Product**

ASK US

and

Send for a copy of the

Hotel Bulletin

Weekly individual reports on new prospects in the hotel field for advertisers. This is our "Specialized Service" and is in addition to our "Weekly Confidential Service."

Send for Samples of this Service

The HOTEL BULLETIN is a monthly hotel magazine devoted to the interests of all departments of the modern transient and residential hotel.

The HOTEL BULLETIN, Inc.

BEN F. BRANHAM, President

175 West Jackson

CHICAGO, ILL.

New York Office: 350 Madison Avenue

the Fleisher tags. Invariably the consumer preferred to pay the higher price for the tagged garment.

John B. Whalley, formerly a general merchant, of Kinsella, Alberta, Canada, discovered that adding a new and unadvertised brand of matches to his stock when he had a standard brand that his customers liked but which did not yield as much profit as the new, increased his investment without increasing his sales and thereby reduced his net profit.

Manufacturers of advertised products are able to multiply incidents like the foregoing indefinitely.—[Ed. PRINTERS' INK.]

Death of Philip A. Conne

Philip A. Conne, one of the founders of Saks & Company's Herald Square store and later a vice-president of Gimbel Brothers, Inc., New York, following the merger of the two firms, died recently at Biarritz, France. From 1909 to 1910, he served as president of the Sphinx Club, New York.

More than twenty years ago when Mr. Conne was in the advertising end of the business, he realized the possibilities for a large store in the Herald Square district of New York and interested Andrew, Isadore, William A. and Horace A. Saks in starting the Saks Herald Square store.

About a year and a half ago, he retired from business after forty-three years in the retail dry goods field.

New Account for Boston Agency

The Pneumatic Scale Corporation, Ltd., Norfolk Downs, Mass., manufacturer of packing machinery, has appointed the Smith Endicott Company, Boston advertising agency, to direct its advertising account. Magazines and direct mail will be used.

Gulf Oil Burner Appoints Charles W. Hoyt Company

The Gulf Oil Burner Corporation, Philadelphia, has appointed the Charles W. Hoyt Company, Inc., New York advertising agency, to direct its advertising account. Newspapers throughout the Eastern States will be used.

Advertising Campaign for Kodiak Shirt

The Black Manufacturing Company, Seattle, has appointed the Seattle office of the Honig-Cooper Company, Inc., advertising agency, to direct an advertising campaign featuring the Kodiak shirt. The campaign will start this fall.

\$800,000

If each reader of **THE OPEN ROAD for BOYS** receives only \$10 worth of Christmas gifts this December, the cash value of the market we reach, in immediate, quick return sales is \$800,000!

$$80,000 \times \$10 = \$800,000$$

Actually the figure will run into millions. Nowadays, at Christmas time the boy is treated lavishly. What he wants, he asks for, what he asks for he gets. Eighty thousand boys will specify by name, that which is advertised in the December **OPEN ROAD for BOYS**—and they'll get it!



THE OPEN ROAD for Boys

reaches an ultra-responsive market of 80,000 boys untouched by any other publication. At Christmas time results are phenomenal! Pocketbooks are wide open. Eagerness to buy is unparalleled. The sales opportunity is so great as to transcend the tightest of schedules, appropriations and budgets. It's like finding money in the street!



RATES

\$85	60c per line	\$250
per column		per page

*December forms close
October 25th*

THE OPEN ROAD for BOYS

248 Boylston Street

Boston, Mass.

Western

DWIGHT H. EARLY
5 North La Salle Street
Chicago, Ill.

Advertising Manager

L. S. GLEASON

Eastern

GEORGE W. STEARNS
1718 Flatiron Building
New York, N. Y.

\$15,000.00 Advertising and Sales Executive

*Seeks regular
HALF TIME
occupation
at \$6,000.00*

(New York or Vicinity)

Mature judgment and experience in managing, contacting, selling, production and copy. Convincing proof of ability. We will give preliminary particulars to interested parties, and arrange appointments.

Address F. E. R.

Andrew Cone Advertising
Agency
18 East 41st St., New York

ADVERTISING MAN—

Position now open in the Advertising Department of a Chain Store Organization. Preference will be given to a man who has had experience in a large department store. In your reply please give your personal record, stating age and previous employment. Fisher Brothers, New Castle, Pa., Box 492.

What Should the Salesman Know about His Product?

(Continued from page 6)

if he wished to do so. Consequently, after some experimenting, he limits his talk to two points so far as the product itself is concerned. He describes briefly, (1) the grade and source of peanuts used; he explains how (2) the manufacturing process insures the superior flavor which he claims for his product. In reserve he keeps an explanation of why oil sometimes shows on the surface of peanut butter. All of this he can get within the limits of 200 words. The same is true of canned fruits, canned milk, preserves, jellies, etc. Of course, the salesman's principal effort is toward merchandising; he uses product facts only to secure the dealer's confidence in the quality.

The plan of giving all salesmen just such facts as have been found useful in selling not only simplifies the task of preparing training material, but gets the right sort of response from the salesmen. The easiest thing in the world to sell to a salesman is a sales plan or idea which got the orders for other salesmen. The natural suspicion of, and antagonism for, the usual armchair sales manual, with its elaborate product descriptions and fact-full sales talks, disappear when the material supplied is only that which good salesmen have developed from their own experience. When you can hand a simple, abbreviated booklet to a salesman (containing the product information in question-and-answer form, if possible) and say, "Here is all you need to know about this product in order to sell it well," you have put salesman training on a basis which will bring vastly better results than if you continue to say: "You can't know too much about your product."

Daniel A. Torrell has been appointed assistant advertising manager of the English Woolen Mills, Buffalo, N. Y. He formerly was associated with the advertising staff of the Buffalo Times.

A New Slant on Grocery Advertising

The most important problem of the average sales manager in the grocery field is that of securing a maximum amount of trade support.

Can advertising aid the sales manager in the solution of that problem just as it assists him in his great task of selling merchandise by associating an idea with a commodity and selling both to the consumer?

Is it possible to increase sales to a larger extent by advertising to increase trade support through the efforts of 5,500 wholesale grocers operating approximately 50,000 salesmen calling upon 400,000 retail grocery stores plus 850 chain store buying headquarters operating 50,000 retail chain stores than by utilizing the same small appropriation in consumer advertising?

This and other questions are answered in the careful study now ready for distribution together with a new survey published in the September issue of "Groceries" showing the distribution of wholesale, retail and chain store grocers by states.

GROCERIES

THE NATIONAL PUBLICATION
OF WHOLESALE MERCHANDISING

Published monthly at 51 Vesey St., New York

A TUTTLE PUBLICATION

ANOTHER NEW MAN



RAY EGERT

Art Staff

FRANK SEAMAN *Incorporated*

NEW YORK

Decision in October on Advertising Agency Tax Refund Case

Fuller & Smith, Cleveland advertising agency, have rested their side of their case against Carl F. Rutzahn, collector of internal revenue, for a refund of \$25,000 of their income tax for 1918.

Newton D. Baker, former Secretary of War, serving as counsel for the agency, contends that only capitalistic corporations are subject to the tax and that an advertising agency is a personal service corporation.

As a witness for Fuller & Smith, Ellsworth M. Statler, head of the Statler hotel chain, testified that, in his opinion, the services of an agency were similar to those of an architect.

Final decision on the case is expected late in October.

Baker Associated Companies Elect Officers

Baker Associated Companies, Inc., New York, recently organized to act as sales representative of the products of Walter Baker & Company, Inc., and of the Franklin Baker Company, has elected the following officers: President, Franklin Baker; vice-presidents, Ralph Starr Butler and F. S. Morrison; secretary, A. H. Torongo; and treasurer, L. A. Zahra. These officers also form the board of directors.

Quaker Oats Buys Muffetts Corporation

The Quaker Oats Company, Chicago, has purchased the Muffetts Corporation, Buffalo, N. Y., manufacturer of Muffetts, a whole-wheat cereal. The Quaker Oats Company will continue to manufacture this product.

New York Club to Welcome Mayor Walker

The Advertising Club of New York will tender a welcome home luncheon in honor of Mayor James J. Walker on September 28, at the Hotel Astor, upon the return of Mr. Walker from his trip to Europe.

Death of Rudolph Kauffman

Rudolph Kauffman, vice-president, managing editor and publisher of the Washington, D. C., *Star*, died on September 19, at Dunkirk, N. Y. He was seventy-four years of age. In 1875 he joined the staff of the *Star*, then owned by his father, Samuel Hay Kauffman, as a reporter.

Norfolk, Va., Organizes Advertising Club

The Norfolk, Va., Advertising Club was formed recently by a group of business men of that city. G. Leslie Hall was elected president. B. J. Willis is vice-president; C. H. Tunison, treasurer; and Harry Teagle, secretary.

Trained Salesmen

who have learned the Printing Business from the bottom up,

represent the
Stirling Press

Their advice is practical. They save you time by getting all the facts. They know typography, paper, processes—all the tools of the printing trade. You will find their knowledge of real value in securing the results you desire.

THE STIRLING PRESS

Intelligent Cooperation
318 WEST 39TH ST.
NEW YORK CITY

wanted

... an
artist

I want to add at least one more artist to my staff... The man I have in mind is one who can do a general swing of things such as small groups of figures, still lifes, comprehensive sketches... Through all his work there must be a decorative note, perhaps modern in understanding. I'll be glad to look at samples any afternoon between 4 and 5.

MARTIN ULLMAN
250 Park Avenue New York

NEW YORK

CHICAGO

\$15,000.00 to \$20,000.00**For the Right
Kind of Man**

A wide-awake, high-grade printing establishment in the middle west producing by Letterpress, Offset, and Rotary Gravure, is seeking the services of a high-grade salesman located in New York territory—and also one in Chicago district. We need a man who has established contacts; one who can sell so-called production material, as well as the highest type of merchandising campaigns which we can plan for him if he has the right kind of contacts . . . We are not seeking "floaters," or men who are prone to give "weather reports," but men of capacity and ability who can earn as they go. . . . Applications will be considered in strictest confidence.

Write "N," Box 114, c/o Printers' Ink.

Available Soon

**Agency Account Executive
Sales Promotion Manager
Advertising Manager**

Long experience in leading New York agencies, handling accounts in many fields.

Excellent practical training in sales promotion work through channels of trade in several industries.

As Advertising Manager, can get maximum of best work from agency.

College man; 36 years old; Christian.

Address, "O," Box 115, Printers' Ink

Bureau Gets After "Weeping Widows" in "Stuffed Flats"

The sale of furniture at alleged "sacrifice" prices from private residences on the pretense that the "owners" are leaving town is a practice of victimizing the public which is described by the Better Business Bureau of Philadelphia, in a recent bulletin.

An apartment or residence from which successive suites of furniture are regularly sold is called a "stuffed flat," and the women who deceive purchasers into believing that they are buying from a bona fide owner in distress are called "weeping widows." The operators of these "stuffed flats" skillfully arrange new furniture of a cheap grade in attractive surroundings, so that the buyer who is lured to the place by the advertisement is impressed and readily pays the seemingly low price at which it is offered.

The bait offered to entice prospective victims to the place of the questionable sale is usually an innocent-looking classified advertisement. The seller's plausible reason for desiring to dispose of the goods at seemingly low prices usually wins a sympathetic audience from the buyer. Sometimes the excuse is "a death in the family," or "forced to leave the city because of a change of work" and numerous variations of these stories.

**Sales of Life Insurance
Increase**

New life insurance sales were 3.5 per cent greater during August, 1927, than during that month last year. The first eight months of 1927, show an increase of 1.9 per cent over the corresponding period of 1926. These figures are given in a report of the Association of Life Insurance Presidents, New York.

For the eight-month period, the total new business of all classes purchased from forty-five companies, controlling 81 per cent of the total life insurance outstanding in all United States legal reserve companies, amounted to \$7,593,000,000, against \$7,450,000,000 during the corresponding period of 1926. For the month of August, the total new business of all classes was \$881,000,000, against \$851,000,000 during August, 1926.

C. E. Hopkins Addresses Opening Meeting of Akron Club

Claude E. Hopkins addressed the Advertising Club of Akron at its first fall meeting which was held on September 20. The meeting marks the beginning of an active fall and winter program.

This club was organized last May with more than 135 members and has since grown to a membership of nearly 200. Nearly all the large rubber companies located in Akron are represented in its membership. Plans are under way for the institution of an advertising school within the organization.

I want a real job—

I want to get in with a company that needs a live sales and advertising manager—

A company bossed by white men who know their own minds—who have something worth while to sell and willing to let someone sell it for them.

I'm through wasting time with fumlbers and stumblers. I want a chance to do a real day's work and I want reasonable pay for doing it.

Am leaving my present position because of a contemplated sale of the business to people for whom I would not work.

This business shows a deficit of over \$10,000 the year before I took hold of it. That was three years ago. This year the profits—up to May 31—are in excess of \$29,000.

I'd like to work in Chicago but I'd consider any other location—provided other things were equal.

I have references galore. But I think a man-to-man talk is worth a bushel of them—on both sides.

Write me if you really mean business. Otherwise don't let's waste our time.

Address, "M," Box 113, care Printers' Ink.

PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS

Founded 1883 by George P. Rowell

PRINTERS' INK PUBLISHING CO., INC.
Publishers.

OFFICE: 185 MADISON AVENUE, NEW YORK CITY. TELEPHONE: ASHLAND 6500. President and Secretary, J. I. ROMER, Vice-President, R. W. LAWRENCE, Treasurer, DAVID MARCUS, Sales Manager, DOUGLAS TAYLOR.

Chicago Office: Illinois Merchants Bank Building, GOVE COMPTON, Manager.

Atlanta Office: 704 Walton Building, GEO. M. KOHN, Manager.

St. Louis Office: Syndicate Trust Building, A. D. MCKINNEY, Manager.

San Francisco Office: 364 Market Street, M. C. MOGENSEN, Manager.

Issued Thursdays. Three dollars a year, \$1.50 for six months. Ten cents a copy. Foreign postage, \$2.00 per year; Canadian, \$1.00.

Advertising rates: Page, \$135; half page, \$67.50; quarter page, \$33.75; one-inch minimum, \$10.50; Classified, 75 cents a line, minimum order \$3.75.

JOHN IRVING ROMER, Editor
ROBERT W. PALMER, Managing Editor
ROY DICKINSON, Associate Editor
ALBERT E. HAASE, Associate Editor
BERNARD A. GRIMES, News Editor

EDITORIAL STAFF

C. B. Larrabee	Roland Cole
E. H. Weiss	Andrew M. Howe
H. M. Hitchcock	James C. McGrath
Thomas F. Walsh	Eldridge Peterson
H. W. Marks	Don Masson

A. H. Deute, Special Contributor

Chicago: G. A. Nichols

D. M. Hubbard

Washington: James True

London: Thomas Russell

NEW YORK, SEPTEMBER 22, 1927

No When new words
"Mystery" come into general
In Research business use, they
frequently take
on a mysterious tinge. Modern ad-
vertising, for example, for some
time had to fight a tendency to
look upon it as a black magic
which would cure all business ills.
Ardent and zealous champions of
advertising were responsible for
that condition. They made too
many business men believe that
they need but buy advertising space
in order to achieve a great and
magnificent financial success. It
was only about ten years ago that
PRINTERS' INK found it highly
necessary to warn manufacturers
against a blind and unintelligent
faith in any supposed magic
powers of advertising. The play
"It Pays to Advertise" was a
strong indication of the fact that

advertising was being sold to busi-
ness as a miraculous cure-all.

Another word that had a battle
to fight was "efficiency." Unlike
advertising, however, it lost the
battle. If ever a word was over-
sold to industry it was that par-
ticular word "efficiency." Today
men who once sincerely operated
under that word disdain its use. It
has been almost completely laughed
out of the business world. In
place of "efficiency experts" and
"efficiency engineers" we now find
"management experts" and "man-
agement engineers."

The experiences and hardship of
these two particular words are
cited here for a good reason.
There is today looming high on the
horizon of the world of business a
new word and an important word
that stands in danger of being
made the butt of many jokes and,
of finally, through the laughter it
provokes, of standing before busi-
ness as a discredited term. That
particular word is "research." Its
loving friends, those who are sell-
ing it, are the very ones who will
put it into an early grave unless
they keep it simple and cease to
push it as a panacea for all the ail-
ments of business as some of the
loving friends of advertising tried
to do without success and as the
boosters of "efficiency" did with
great success.

"Research," as a business word,
perhaps stands in greater danger
of being made a word of mockery
because of supposed mysterious
and all-embracing powers than did
the two other words previously
cited because of its association
with institutions of learning. It
comes into business from the world
of science through colleges and
universities. In the scientific and
educational world it was a cover-
all term for experiments in ab-
stract matters. Quite naturally,
under such conditions, it has
gathered around itself a host of
long words of a pedantic ring.
Those words are in perfect order
in the circles in which they are
used. They do not, however, be-
long in the world of business.

Advocates of "research in busi-
ness" would do well to forget the

long-winded and learned terms of the scientific and educational world when they apply research to business. If they sincerely want to keep "research" in good standing before the world of business they should keep it simple; talk about it in simple language, and above all other considerations, make no claims of power to guarantee financial success, by the use of "research" alone. In other words, they should let no "mystery" creep into what they are selling. Mystery may help them in making early and quick sales of the idea but it will cripple or kill sales in the future.

No Room for the Whiner

Retailers in certain Kansas towns are trying to persuade the

local newspapers not to accept chain-store advertising. The burden of their argument seems to be that the chain stores interfere with the business of the established retailers of the town and therefore should not be permitted to advertise. Some of the newspapers show signs of yielding. But most of them are taking the sensible stand that any advertiser who does a legitimate business can advertise in their columns just as long as he is able to pay his bills.

The same kind of pressure is being brought to bear on newspapers and State farm papers in an effort to get them to throw out retail mail-order house advertising. The local interests base their campaign on the thought that retail mail order is the sworn enemy of the small town and that it should not be given aid and comfort, even though it pays for it, in its work of taking business to the cities.

There is much more whining than reasoning to be heard and seen in many of the "buy-at-home" campaigns directed against the chains and mail-order houses. And the funny part of it is that the people are beginning to see it. The average person is not going to buy a thing merely to promote a cause, even though it may be as commendable a one as building

up a town. People buy merchandise, or refuse to buy it, in accordance with the dictates of their own personal advantage. This is true when you come to think of it, throughout the whole range of merchandising whether the buyer be manufacturer, jobber or dealer. The whiner never gets anywhere. When he whines he usually is trying to cover up his own weaknesses and thereby betrays his acknowledgment that his competitor is a better man than he.

This is why it is so risky to attack a competitor, whether that competitor be a chain-store owner, a mail-order man, a rival publisher or what not. People have no use for the whiner in any line of business. There is no room for him in the commercial scheme.

Not by Price Alone

There is a tendency in several important industries to make goods to sell at a price, letting quality shift for itself as here a little, there a little, is lopped off to meet the tag of a cheap selling price.

Firms which have been noted for quality products over a long period of years have felt called upon to enter a price war in which quality is being sacrificed to expediency. A situation has arisen which is causing grave concern to all engaged in these industries and they are crying aloud for a Moses to lead them out of the wilderness of the price war into which they have blundered. Fortunately this condition is confined to a small sector of business and promises to right itself, if and when the natural leaders go back to quality. No industry can progress if all its members battle on the basis of price alone. John Ruskin put it thus:

"There is scarcely anything in this world that some man cannot make a little worse and sell a little cheaper, and the buyers who consider price only are this man's lawful prey."

But the prey finally gets tired of being trapped and turns on the trapper with howls of rage during which the whole industry suffers.

A business cannot thrive on price alone. When cheap price was started, there is need of stalwart leadership, a refusal to sacrifice inbuilt quality, and the courage to adopt sales and advertising methods which will convince the purchaser of the truth of what Ruskin said so well.

Modernizing Old Homes

A speaker at the annual convention of the National Electric Light Association in the summer said that the average home is about 15 per cent adequately wired. As there are something like 16,500,000 wired homes in this country, the market for wiring can hardly be described as unpromising. Leaving new houses built during 1928 out of consideration, there would seem to be enough work for the wiring industry to do during the next year if it did nothing more than bring each of these 16,500,000 homes up 10 per cent on its wiring efficiency.

The building industry as a whole is taking cognizance of the fact that the number of new residences built each year has been decreasing since 1924, when it reached its peak. The outlet for building materials of all kinds for new houses will be smaller this year than last, and smaller next year than this. Confronted with a steadily shrinking market in the new building field, and with production of materials going ahead undiminished, where is the building industry to find new markets?

In every section of the country are houses and buildings of every age, from those built last year to many built thirty and forty years ago, which were not adequately equipped when built or in which the equipment has been outmoded. Millions of these houses could and should be modernized. If the wired homes of the country are but 15 per cent adequately wired, is it exaggeration to say that many of them are at least no more than 15 per cent adequate as to heating systems, plumbing and plumbing fixtures, roofing materials, painting, and in all other

details of construction, equipment and household furnishing?

The National Electric Light Association is urging central stations to start re-fixturing campaigns this fall and winter; the Society for Electrical Development and the Artistic Lighting Equipment Association are making plans for programs of active and energetic co-operation; individual manufacturers in the electrical industry like the Beardslee Chandelier Mfg. Co., of Chicago, and local power companies and associations, like the Commonwealth Edison Company and the Electric Association, both of Chicago, are advertising and urging dealers and the public to think and act; the Committee on Better Relations of the United States League of Building and Loan Associations is urging member associations to co-operate with the movement which "promises to be almost as important as the construction of new homes;" and many other interests and agencies within the electrical industry and in other industries are astir.

Now is the time for manufacturers of building materials and home equipment, building contractors, interior decorators, publications read by home builders and owners, trade periodicals reaching architects and contractors, and trade associations in all of these fields to unite in a common cause. The advertising opportunity presented by the condition should not be neglected. If every advertiser whose products are sold to home builders would devote a portion of his space to "Modernizing Your Present Home," the cumulative effect would unquestionably result in the remodeling and re-decorating of many thousands of homes.

Death of F. C. Wight

Frank C. Wight, editor of the *Engineering News-Record*, New York, and president of the National Conference of Business Paper Editors, died on September 18, at Summit, N. J. In 1906 he became an associate editor of the former *Engineering News* of which he was later made managing editor. In 1924 he became editor of the *Engineering News-Record*. Mr. Wight was forty-five years old.

Newell-Emmett Company

Incorporated

Advertising • Merchandising Counsel

40 EAST 34TH STREET

New York

AN ADVERTISING
AGENCY FOUNDED
ON THE IDEA OF
RENDERING SUPER-
LATIVE SERVICE TO
A SMALL NUMBER
OF ADVERTISERS

CLIENTS

Liggett & Myers Tobacco Co.

Western Electric Co.

The T. A. Snider Preserve Co.

Loos-Wiles Biscuit Co.

Graybar Electric Company

Association of American Soap
and Glycerine Producers

Eastman Kodak Company
(Brownie Cameras)

The Ansonia Clock Co.

"NOT HOW MUCH, BUT HOW WELL"

Advertising Club News

Series of Five-Minute Talks on Advertising Planned

"Short Talks of Successes in Advertising and Merchandising" is the general theme for a series of thirty-five-minute talks on the advancement of advertising to be given before the Advertising Club of Los Angeles. Hal S. Wright, winner of the three-minute speaker trophy, awarded by the Pacific Coast Advertising Association, spoke at the first regular club meeting of the new season, September 13, on Fleischmann Yeast advertising and its results.

A "Five-Minute Men" committee, headed by W. B. Geissinger, advertising manager of the California Fruit Growers Exchange, is gathering subjects and arranging for the speakers. L. E. Robertson, local advertising manager of the International Harvester Company, is secretary of the committee. A ten weeks course in public speaking has been started, under the direction of Harold J. Stonier, former president of the club, as an addition to its educational work. A new window display departmental has been organized, and will meet once a month. At each meeting there will be an exhibit of a decorated window, featuring a local advertiser or manufacturer to stimulate interest in local products and the best method for their display.

* * *

Hartman Wins Western Advertising Golfers Tournament

George H. Hartman, of the J. L. Sugden Advertising Company, Chicago, won the Western Advertising Golfers' tournament played over the Calumet course September 16. He had a card of 39 in the 9-hole qualifying round and played the 18-hole tournament round in 74.

Glen H. Clarke, of the Chicago office of the New York Evening Journal, with an 83 took the second low gross prize. Low net for the 27 holes went to H. G. Schuster, advertising manager of the Chicago Daily News with 110. He also took the runner up prize in the second flight of the tournament winning the play-off from W. O. Coleman, president of the American Flyer Manufacturing Company, with whom he had tied.

The club's final tournament will be held on October 4 when officers are to be elected.

* * *

Chicago Central College Adds Advertising Course

The Chicago Central College of Commerce of the Young Men's Christian Association, Chicago, has added a class called "Mechanics of Advertising Production" to its two-year course in advertising. Stanley M. Black, director of mechanical production, Williams & Cunyngnam, Inc., Chicago advertising agency, will conduct the new class.

Clinton F. Berry Heads Financial Advertisers

At the annual convention at West Baden, Ind., last week, of the Financial Advertisers Association, Clinton F. Berry, assistant vice-president of the Union Trust Company, Detroit, was elected president. He succeeds C. H. Handerson, of the Union Trust Company, Cleveland.



CLINTON F. BERRY

Other officers elected were: C. H. Wetterau, American National Bank, Nashville, first vice-president; A. E. Bryson, Halsey Stuart & Co., Chicago, second vice-president; F. R. Kerman, Bank of Italy, San Francisco, third vice-president; and E. A. Hints, Peoples Trust & Savings Bank, Chicago, treasurer.

As members of the board of directors the following were chosen: C. E. Bourne, Montreal; W. E. Brockman, Minneapolis; A. M. DeBebian, New York; Frank Fuchs and Dale Graham, St. Louis; C. H. Handerson and Robert J. Izant, Cleveland; H. Ennis Jones and A. Douglas Oliver, Philadelphia; H. W. Kitchell and Robert D. Mathias, Chicago; S. A. Linnekin, St. Petersburg; H. A. Lyon, Boston; C. H. McMahon, Detroit; Marjorie E. Schoeffel, Plainfield, N. J.; and Fred M. Staker, Kansas City, Mo.

Representing the association on the National Commission are the following: Guy Cooke, First National Bank, Chicago; E. H. Kittredge, Hornblower & Weeks, Boston; and Mr. Handerson.

A report on the proceedings at the convention appears on page 144 of this issue.

* * *

Detroit Advertising School Adds Another Class

Owing to increased enrollment, the advertising school conducted by the Adcraft Club of Detroit, at the College of the City of Detroit, will be divided into two classes, elementary and advanced. The classes are conducted by Ronald S. O'Neil, vice-president of Brooke, Smith & French, Inc., Detroit advertising agency.

* * *

Business Publishers Plan Golf Meet

The New York Business Publishers Association will hold its annual golf tournament at Canoe Brook, Summit, N. J., on October 4.

Advertising Needs of Central Northwest Discussed

TWO hundred members of advertising clubs located in the Eighth District of the International Advertising Association, representing Minnesota, North Dakota and Montana, attended a floating convention on the *S. S. Hamonic*, while en route from Duluth to Port Arthur, Ont. Meetings were also held at the Prince Arthur Hotel, Port Arthur, where local advertising men and newspaper officials acted as hosts to the convention.

Walter H. McGenty, publisher of *The Stock & Dairy Farmer*, Duluth, was elected district chairman. J. King Ross, manager of the Northwest Institute of Medical Technology, St. Paul, was elected vice-chairman, and

Frank J. Watson, advertising manager of the Andersen-Ryan Coffee Company, Duluth, was named secretary-treasurer for the coming year.

John W. Lapham, Minneapolis, retiring chairman, presided at the meetings and in his report of the year's activities struck the keynote of the convention when he declared that a co-ordinated program for advertising the Central Northwest must be the aim of advertising men in that section. "This territory needs more people," Mr. Lapham declared, "and it also needs to increase, by concerted action and education, the buying power of the people already living here. We have 250,000 square miles of territory and 4,000,000 people, about sixteen to the square mile. The lack of really large towns in the three States brings up the problem of developing co-operation between the very small towns, within a fifty square mile

area, for example, so that business conditions may be generally improved."

The suggestion was made by Mr. Lapham that advertising groups be formed in logical small-town trading areas, that strength may be added to the efforts of their business men to develop trade in competition with the metropolitan areas and mail-order houses.

Robert A. Warfel, executive secretary of the Advertising Commission, reviewed the work of its various departments. M. J. Thompson, editor of *The Stock & Dairy Farmer*, presented facts and figures on the agricultural situation in Northern Minnesota.

Frank B. Allen, editor and publisher of the *Port Arthur News Chronicle*, in welcoming the delegates to Canada stated that the Dominion was becoming vitally in-



WALTER H. MCGENTY

interested in advertising through the publicity campaign that is now being launched by the British Trade League.

Charles F. Collison, agricultural editor of the *Minneapolis Tribune*, speaking on "Building Buying Power" stated that "manufacturing methods, advertising space, sales plans, and advertising programs are futile in building trade unless there is wealth available to purchase the goods for which the demand has been created. We must go right back to the starting point and increase the farmer's profits if we would lessen the worry about advertising results."

Members of the program committee were: Chairman, Hart Anderson, advertising manager, Page & Hill Co., Minneapolis, and W. H. McGenty, W. H. Campbell, and Guy Cleveland, presidents of the Duluth, St. Paul and Minneapolis clubs, respectively.

The Little Schoolmaster's Classroom

THE Schoolmaster was told of an incident recently which might have interested those persons who insist that all manufacturers use national advertising as a club to force retailers and jobbers to handle their products at an inadequate compensation.

A manufacturer of quality merchandise, who distributes through selected jobbers only, received a check for \$135 from a men's club in a section where his retail distribution was rather spotty. His national advertising is designed to send inquirers to the nearest retailer.

The men's club, wishing to present a gift to the retiring president, had tried the local retailers in vain and had then sent the check direct. This manufacturer believed in jobber distribution. He felt that the order should be divided two ways.

When the jobber and the retailer had received their profits, the manufacturer had left to put in the bank not \$135 but \$51.

Any jobber could, if he would, multiply similar incidents where he has received an unexpected profit because the advertising manufacturer sticks to his announced policy and divides profits, whether earned by the jobber or not.

An incident like this—and it is by no means unusual—does not justify a charge that the manufacturer uses advertising to cheat jobber and retailer of their fair profits.

* * *

A Chicago friend of the Schoolmaster got a letter the other day from Salem N. Baskin who has just opened a new men's store on State Street in that city. It is such a strong example of the way good advertising can be done by letter that the Schoolmaster is going to pass it along to the Class. Mr. Baskin wrote:

I'll be "At Home" on State Street Thursday, Friday and Saturday and all of next week to bid you welcome.

I think we've got the most beautiful clothing store in America, and you are cordially invited to see it.

You are not expected to buy a thing, but if you should see something you like, just say "charge it" and take it along. An account has been opened in your name.

Here we have brevity, directness, clarity and a worth-while selling argument. Without any ifs or preliminaries, the prospect is informed that he is a credit customer of the Baskin store without having to make any application to the credit department or submit references.

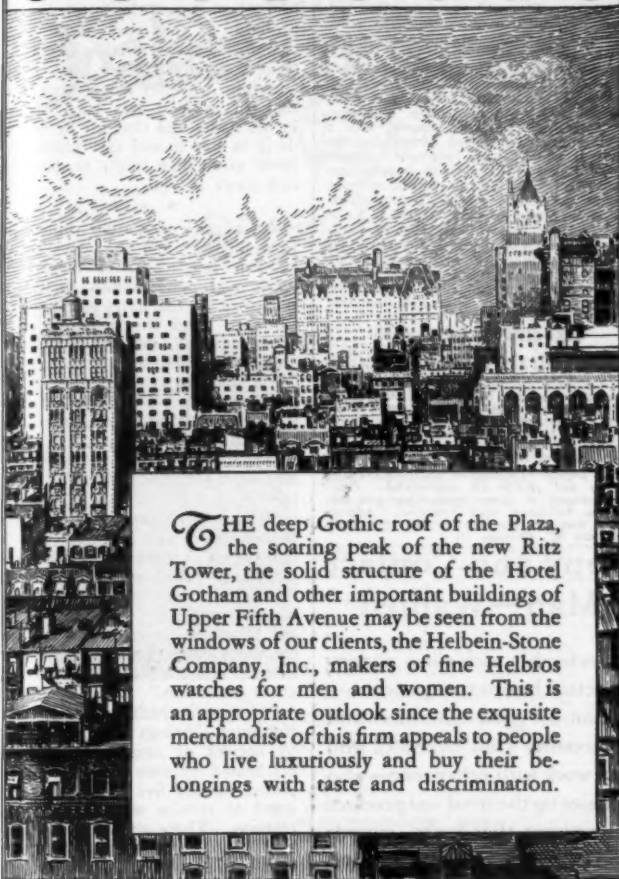
Mr. Baskin informs the Schoolmaster that his letter means exactly what it says—that an account was actually opened for every man to whom he wrote and that, as a result, he got several hundred first-class customers who bought goods during the opening week—men who otherwise would have been got only after long continued advertising.

It goes without saying that such an offer could not be broadcast. Mr. Baskin naturally knows something about the people whom he has thus put on his credit list. It is a common thing for manufacturers, dealers and others to write the prospects and invite them to open accounts. Friendly letters of that kind are resultful, as many can testify. But the invitation does not necessarily mean that the account is going to be opened. The prospect must satisfy the credit man as to his standing before he is allowed to buy, no matter how cordially he might have been approached in the first place.

Mr. Baskin's plan is different in that the credit department looks up the standing of the prospects and establishes them as good credit risks before the invitation is extended. If all this can be done after a man applies it also can be done, with a fair degree of satisfaction, before he applies.

In these days of strong competition, business expansion takes two general directions. One is in the creation of new business and the

O U T L O O K S



THE deep Gothic roof of the Plaza, the soaring peak of the new Ritz Tower, the solid structure of the Hotel Gotham and other important buildings of Upper Fifth Avenue may be seen from the windows of our clients, the Helbein-Stone Company, Inc., makers of fine Helbros watches for men and women. This is an appropriate outlook since the exquisite merchandise of this firm appeals to people who live luxuriously and buy their belongings with taste and discrimination.

CHURCHILL-HALL

INCORPORATED

H. B. LE QUATTE, *President*50 UNION SQUARE
NEW YORK

MEMBER OF AMERICAN ASSOCIATION OF ADVERTISING AGENCIES

**CAN YOU USE
THIS BROAD EXPERIENCE OF A
MAN BARELY 26!**

(Second insertion of this advertisement.) Managing editor and associate editor, respectively, of two magazines, one semi-technical, one a national popular magazine. Next, agency experience—copy, house-organs, contact. Then a unique, broad experience with trade and industrial advertising, including market analysis, selection of media, judging copy, schedules, etc., credits. Working closely with a number of high-salaried advertising executives who trust my judgment. An unusual, forceful writer, with imagination. Successful with difficult correspondence. Honor graduates, school of journalism. In New York, earning \$5,000. Know and like the Pacific Coast, but am looking for the right opportunity rather than a particular salary or location. Married, employed and willing to search a year, if necessary, for that right opportunity. Address "X," Box 261, Printers' Ink.

**Executive Available
Administrative and Sales Ability**

To a university education is added 21 years unusual experience in business, finance and sales. My activities demanded sound judgment, organization ability and tact. Wide experience in contacting with executives of leading industries. Age 42, American, married, excellent health.

Desire permanent connection where enthusiasm, loyalty and ability are appreciated. Complete details of former connections and references furnished upon interview. Address "W," Box 260, o/o Printers' Ink, 231 South La Salle St., Chicago, Ill.

**Copy and Contact
Man—Wanted**

—preferably with some agency or actual business experience—a man of good education and personality (not over 35) who can work with other men—who can size up the need and produce advertising that looks, sounds and IS right—must have a sense for merchandising—and interesting and sizeable job with growing Mid-western agency—salary \$60 to \$100 a week, depending on the man—plenty of opportunity.

Address "V," Box 119
care Printers' Ink

other is in taking customers from other organizations. On State Street, where there are so many high-class stores, the latter method probably is the most used. If a customer of one establishment receives from another of equal standing a letter, informing him that an account has been opened in his name and that all he has to do is to step in and say "charge it" he is more than likely to give the new store a trial.

* * *

An agency executive joined the Schoolmaster and the news editor of PRINTERS' INK at lunch last week and conversation turned to the work of the news editor. "Of course I read the news the first thing when I get my PRINTERS' INK," said the agency executive. "You publish so many changes of position that I sometimes wonder if advertising hasn't an unusually large turnover in personnel. Seems to me that very few stay fixed in any one job for any length of time."

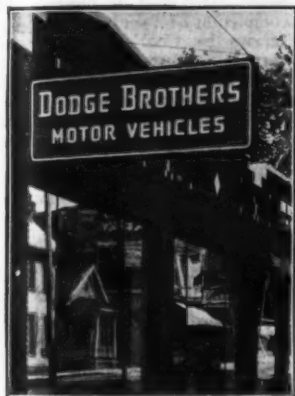
"That observation has been made before," said the news editor. "The number of changes is not abnormal when one takes into consideration the ramifications of the advertising business and the fact that changes are reported from all over the country. Then, again, many of the items refer to advancements within an organization."

"The mail which we receive," he continued, "brings a large number of notices of anniversaries being celebrated by men who have completed twenty-five years and upward of service with their organizations. These should refute any hastily assumed idea that there are few who stay fixed. Inasmuch as the interest in these celebrations is largely confined to the immediate associates of the celebrant, we have followed the policy of not mentioning them. In other words, where there is no change, there is no news."

Here the Schoolmaster interrupted to say that if they were going to talk about quarter-century service, there was himself and three associates on PRINTERS' INK who have either rounded the quar-

Dealers cry for them

SO keenly alive are dealers in most lines to the benefits of electric advertising, that they are eager to install and operate Flexlume Electric Displays supplied by the manufacturer whose product they sell.



Both manufacturer and dealer profit by this arrangement. The dealer secures an arresting and permanent day and night-electric display of proven business building* power. The manufacturer secures the full benefit of his national advertising

and enjoys the moral certainty that the dealer will push his product.

Investigate Flexlume Displays for your advertising tie-up. Write for details of the "dealer purchase" plan.

FLEXLUME CORPORATION
1046 Military Road Buffalo, N. Y.

Factories
also at Detroit,
Los Angeles



Oakland, Calif.
and
Toronto, Ont.

FLEXLUME

ELECTRIC DISPLAYS

*Sales increases of 10 to 80 per cent have been noted after installing a single Flexlume Display.

THE Kemper-Thomas Company, Manufacturers of the Barker Patented Weatherproof signs, desires the services of experienced sign salesmen. Splendid opportunity and immediate work for the man who can qualify. Apply, giving reference, at once to **BARKER SIGN DEPARTMENT, KEMPER-THOMAS COMPANY, STATION "H," CINCINNATI, OHIO.**

PARIS-News-Sales

AMERICAN ORGANIZATION ABROAD

Established bureau seeks publication representation. Has complete news-gathering personnel. Expert fashion reporters and artists. Would assume special assignments for publicity, etc. Also open for commercial connection for European sales.

—Director Now in New York—

Address "D," Box 110, Printers' Ink

Photostats 
of any subject
By Photographers
Fast Messenger Service
PACH BROS.
 82 West 44th Street, New York, N. Y.

Golfdom

THE BUSINESS JOURNAL OF GOLF
 100% controlled circulation each month to the President, Manager, Greenskeeper, Greenskeeper and Pro of the 5,000 clubs where golf is played in America.
 236 N. CLARK ST., CHICAGO

 **Howell Cuts**
 for housewives
 direct mail and
 other advertising
 ad. for prod.
 Charles E. Howell, Fisk Building, New York

ter pole or are rapidly approaching it.

"Hold on," said the account executive, "my organization has more than that"—and he named five who had crossed the twenty-five year line. "If I took time I could think of a goodly number in other of the older agencies."

"Well," said the Schoolmaster, "if you can do that it seems to me you have set your own doubt to rest."

* * *

Several days later the Schoolmaster received a letter which recalled this meeting to mind. The letter stated that, in honor of the completion of twenty-five years of service by Charles S. Baur, advertising manager of *The Iron Age*, his associates had tendered him a testimonial dinner.

This, in itself, was not unusual, as these happy occasions frequently are celebrated with a gathering of associates. For the most part, though, these are held in hotels or public dining-rooms. The dinner honoring Mr. Baur was of another sort.

For this event, F. J. Frank, president, threw open the doors of his home at Pleasantville, N. Y., to members of *The Iron Age* family, many of whom have spent years in close association with himself and Mr. Baur. In this intimate setting, the gathering was given a genial atmosphere unobtainable in a public or semi-public place.

Men engaged in a common task, meeting to do honor to one of their number in the home of their chief will carry pleasant memories of so rare an occasion. The Schoolmaster admires the idea.

* * *

As this week's Class considers the subject of anniversaries, there is a pleasant coincidence to report. The date of our meeting, September 22, is bringing many congratulatory messages from the advertising world to Dallas, Tex., where Colonel F. P. Holland is enjoying his seventy-fifth birthday.

It is forty-four years since Colonel Holland founded *Farm and Ranch*. *Holland's Magazine*, his

For Sale— An Income of \$25,000

AN unusual opportunity is offered to secure a controlling interest in a business established in 1919 and doing a business of over \$800,000 in 1926.

This organization is now headed by one of the leaders in its field who wants to devote part or all of his time to other work. A man familiar with large-scale merchandising—or a young man whose father wants him to enter this field is required. The present owner will remain to direct and conserve present connections.

Future possibilities are unlimited. Approximately three times annual earnings will buy control. Highest personal and business references will be given and expected.

Address "H," Box 111, PRINTERS' INK.

Opening for Copy-Writer

The position is Assistant Advertising Manager. The company furnishes investment information, in the form of publications, to banks and other financial institutions. It is the largest organization of its kind in existence and growing rapidly.

A man is needed who can search out the sales arguments inherent in a complicated service and express these on paper in simple forceful style. This position means a lot of work. The man who takes it must have a keen interest in the whole subject of finance. He must have had actual selling experience.

This is a real opportunity for the right man.

Salary \$5,000.

Make your reply an illustration of what you regard as a strong sales letter.

Address "R.," Box 116, care of Printers' Ink.

Available . . . AN ADVERTISING MANAGER

Thoroughly familiar with all phases of trade, technical and industrial advertising. Graduate mechanical and electrical engineer. 15 years' advertising experience, 6 of which with large agencies. Not only a good executive, organizer and copy writer but also knows production and layout. Available Oct. 1. Salary \$5,000 to \$6,000. Address "T.," BOX 117, PRINTERS' INK.

WANTED— Advertising and Sales Position

Man with sound advertising and merchandising ideas and experience wants position as sales and advertising manager or advertising manager.

Thorough knowledge of all phases of advertising.

Splendid record to submit to any concern interested.

Business contacts have always been with important executives who will furnish highest references as to his ability, character and agreeable personality.

Address "G," Box 259, P. I.

Young Man Wants Advertising Job

He is young, ambitious and wants to "break in." University trained, some writing experience and the fixed resolve to succeed in advertising are his best claims to recognition.

Supplemented by common sense and a keen, penetrating type of mind this young fellow has the "makings" of a definite asset.

A letter will bring him to you for an interview.

Address "U," Box 118,
Printers' Ink

younger venture, has passed its majority and is now in its twenty-second year.

His election four times as mayor of Dallas is significant of the esteem in which he is held by his home city. His friends in advertising have tendered a testimonial rich in sentiment. It is in the form of an album in which has been assembled eighty-five letters paying tribute to his accomplishments and carrying every good wish for a long continuance of his vigorous activity in business.

The Schoolmaster, in closing this session, hopes that every Class member approaching an anniversary, will meet with the rejoicing that must be Mr. Baur's and the Colonel's.

Form Los Angeles Sales Service

Harry S. Carroll and John M. Kemp have established a merchandising and sales service known as the Carroll-Kemp Service at Los Angeles. For the last twenty-two years Mr. Carroll has been publicity director of the Broadway Department Store, Los Angeles. Mr. Kemp has been advertising and sales manager of Jacoby Brothers for the last thirteen years.

W. J. Graham, Sales Manager, Francis Keil & Sons

W. J. Graham has been made sales manager of Francis Keil & Sons, Inc., New York, manufacturer of hardware. He has been with this company for twenty-four years.

Salem, Oreg., "World," New Daily

The *World* is the name of a new daily newspaper which will be published at Salem, Oreg., by the World Publishing Company, of which Frank D. Bligh is president.

Bottle Cap Account to Irwin L. Rosenberg

The Apex Stamping Company, Riverdale, Ill., maker of Hold-Tite bottle caps, has placed its advertising account with The Irwin L. Rosenberg Company, Chicago advertising agency.

"GIBBONS knows CANADA"

J. J. Gibbons Limited, Advertising Agents

TORONTO

MONTREAL

WINNIPEG

Classified Advertisements

Rate, 75c a line for each insertion. Minimum order, \$3.75

First Forms Close Friday Noon; Final Closing Saturday

BUSINESS OPPORTUNITIES

Save you money on publications. Printer producing eight monthlies can take more. High-class work; individual service; only 2 hours from New York; messenger. Stryker Press, Washington, N. J.

WELL-ESTABLISHED MANUFACTURER with national sales force has several dull months of selling. Could easily handle one other line. Write Box 710, Printers' Ink.

Old-established monthly trade paper of national circulation, located in Chicago, for quick sale on account illness, large possibilities. Best offer by September 26 takes it. Box 752, Printers' Ink.

Editor, in his early thirties, with exceptional cultural background, an unusually forceful writer, experienced at rewriting, interviewing and attractive make-up, at present employed, would like to invest his services and a substantial sum in an established publication. Box 741, P. I.

Publisher's Representatives Wanted A New York trade paper with large A.B.C. circulation and the leader in a growing field wants representation in Boston, Cleveland, St. Louis, San Francisco and Los Angeles. Straight commission basis only. Box 712, P. I.

GENERAL AND MAIL-ORDER PUBLICATIONS WANTED—One or two additional, new or established weeklies or monthlies. Well-financed Publishers' Representatives will contract for a specified amount of space per month to be sold in the Eastern territory or Nationally. Send copy, rate card and circulation statement. In confidence, of course. Box 753, P. I.

Trade Paper Wanted

I would like to buy outright, or a substantial interest in, a successful trade paper in some basic field. Excellent opportunity for publisher who wishes to retire to place property in good hands on satisfactory financial basis. Details held in confidence. Box 713, Printers' Ink.

HELP WANTED

Wanted—Experienced advertising salesman for construction magazine. Engineering & Contracting, Eastern territory. 415 Lexington Avenue, New York City, 221 E. 20th Street, Chicago.

WANTED—Advertising Solicitor for trade magazines. Call or address Mr. Hall, Room 1201, 373 Fourth Avenue, New York.

DISPLAY SALESMAN—first class man with experience in silk screen process displays. Good opening for permanent connection with long established New York house. Full details' first letter. Confidential. Box 722, Printers' Ink.

WANTED—A young man or young woman experienced in advertising research work for office of publishers' representative. Address Box 746, Printers' Ink, stating salary and experience.

LITHOGRAPH

Organization conducting a complete offset and printing plant will offer an attractive proposition to a salesman who controls business and is anxious to become associated with a growing firm that will help him sell more. Salary or salary and commission. Artercraft Lithograph & Printing Co., 106 Seventh Ave., New York City.

An unusual opportunity is open to a salesman acquainted with selling conditions in New England and New York City. Position is in Bridgeport, Conn., with a high-grade Art Studio, covering Art Work, Retouching and Plate Work. Must handle present accounts as well as establish new ones. High commission basis. Answer containing past performances and references to Box 727, P. I.

General Sales Manager Wanted—A large, well-established house in the toilet goods and perfumery field requires the services of an experienced Manager of Sales. Previous experience in the industry would be valuable, but not absolutely essential. He must, however, know the department and drug trade thoroughly. He must be a Christian, between thirty and forty years of age, and must now be successfully holding position. Salary will be commensurate with his duties and experience. Apply by letter only, stating full experience and salary required. Box 750, Printers' Ink.

GO IN BUSINESS FOR YOURSELF

Advertising Agency, small but well-rated and well-financed, wants man able to develop business to consider partnership. No investment necessary, but ambition, ability to get accounts and willingness to work hard are necessary requisites. Box 725, Printers' Ink.

Wanted—Publicity Man

Good future opportunity is offered by a large Chicago manufacturing concern in the construction field for a man of some experience in writing house organ, helping prepare direct-mail material to architects, engineers, contractors, dealers and public officials and writing trade articles for newspapers and magazines. Engineering training or experience in construction field helpful, but not essential. Careful, painstaking, thorough effort and a willingness to work hard are prime requisites. Replies, which will be held in strict confidence, should include complete information as to age, education, experience, references and salary expected. Box 723, P. I.

Advertising Solicitor for leading trade journal. Good opportunity for a man of ability. Experienced only. Send photograph, references, full details and state salary desired. Location, New York City. Box 756, Printers' Ink.

AN EXPERIENCED AGENCY BUSINESS-GETTER is wanted by an established Southwestern agency. He is under 30; single; well educated and capable of maintaining contacts. Salary and working interest offer in a field of unusual opportunity for real ability. Send your record to Box 754, Printers' Ink.

SPACE BUYER

Perhaps an assistant now—but a very capable one—with personality—might answer our requirements. The position is with a Four-A agency in Baltimore. Address Box 714, Printers' Ink.

PRINTING

Organization operating fully equipped cylinder, job and offset lithograph plant seeks the services of a salesman who actually controls business. A very attractive proposition awaits the right man. We have a complete service and art department to help you sell more. Salary or salary and commission. Golden Printing Service, 106 7th Ave., New York City.

Man who can meet and treat with business executives to travel and sell highest quality syndicated magazine. Established responsible concern. Send photograph, state age, references, complete details of experience. Box 728, Printers' Ink.

SUCCESSFUL SALES MANAGER

preferably one who is at present employed, but anxious to advance. Must be experienced in handling specialty salesmen, selling high-grade equipment to merchants. The concern is rated AA-1 and has been established many years. A permanent opportunity. Compensation—Salary with a liberal bonus or stock interest in the business for successful performance. We will arrange interviews with the President. Only applications giving full details will be considered. Frank D. Webb Advertising Company, 4 N. Howard St., Baltimore, Md.

MISCELLANEOUS

STUDIO TO SHARE

Near Fifth Ave. and 42nd St., New York. Very reasonable to responsible artist or allied profession. 7 West 42nd St. (Room 566), New York.

POSITIONS WANTED

YOUNG MAN, RECENT COLLEGE GRADUATE with writing inclinations, desires to learn advertising business with advertising agency. Box 717, Printers' Ink.

SALESMAN—Seven years' general sales experience. Successful record. 27 years old. Well educated. Wants position in N. Y. C. Elmer Quirk, 104-39 89 Ave., Richmond Hill, N. Y.

COPY — PLANS

10 years' experience as advertising manager and 4A agency copywriter; spare time work; prompt, original. Box 719, Printers' Ink.

Practical Printer—27, seeks position assistant Production Manager. Knows type faces, specify jobs, correctly, save time, money. Moderate salary. N. Y. City only. Box 715, Printers' Ink.

Artist — Visualizer — seeks opportunity Excellent past experience. Thoroughly conversant with art sources and medium—good roughs. Willing, ambitious, seeks advancement. Box 718, Printers' Ink.

ADVERTISING MAN AVAILABLE

Terse, forceful writer. Original copy and layout ideas. Knows mechanics of advertising. Agency work preferred. Box 724, Printers' Ink.

University graduate, 4 years with agency, national advertiser, and in publicity, now available. Pleasing personality and appearance. Knows mechanics of advertising. Writes vigorous copy. Box 744, P. I.

Editor

Christian, 30, university education; 8 years' business-paper experience; last 4 in full charge. Exceptional writer. Box 731, P. I.

Copy Writer

Young woman of diverse experience initiates productive merchandising ideas in forceful, compelling form. Box 745, P. I.

Adv. Writer

Ten years copy chief for big New York agencies. Box 735, Printers' Ink.

Young man with five years' advertising experience is seeking connection with agency or manufacturer. Box 755, Printers' Ink.

Publicity

18-year Hearst editor can secure maximum results. Box 726, Printers' Ink.

HIGHEST TYPE COPY WRITER AND LAYOUT ARTIST

New York 4A agencies experience creating prominent national—mail order—and direct mail; immediately available; go anywhere. Box 730, Printers' Ink.

AGENCIES . . . ADVERTISERS

Write T., 69 West 94th St., New York, N. Y. . . . This man is seasoned in plans, copy, visualizing, contact, production; with a flair for merchandising. Good executive timber. He is searching for a favorable opportunity for further growth. In return, he believes he can offer rather more than usual ability.



Philadelphia Preferred—Advertising manager desires position in Phila. on national or local account. 20 years' advertising and sales experience. Will consider district sales representation. Box 748, P. I.

Educated young man with French journalistic training, American descent, born in Paris, wants to learn Advertising. He is willing to start at a very small salary, to be connected with the right concern. Box 751, Printers' Ink.

Position wanted—by man with broad experience in advertising, sales, correspondence. Understands typography, layouts, engraving, printing. Forceful writer. Now employed. Seeks larger opportunity. Salary \$60. Box 716, Printers' Ink.

COPY WRITER—15 months in charge of service department of leading furniture trade paper. Desire place in retail store or agency. Know copy, layout and buying of artwork and engravings. College training. Box 732, Printers' Ink.

SPACE SALESMAN

Man with well-rounded experience with publisher, as advertising manager and in agency wants connection. Knows merchandising and has sold. College graduate. Box 749, Printers' Ink.

TECHNICAL

Able, experienced account executive on national technical accounts wishes to locate near New York on similar work for publisher, agency or large manufacturer. Christian. Married. Salary, \$5000-\$6000. Box 737, Printers' Ink.

SALESMAN—married, college training, good appearance, good sales record, merchandising experience, well acquainted with N. Y. C., N. Y. State, and New England. At present employed. Wants connection with reliable manufacturer as sales representative or merchandising man. Box 721, Printers' Ink.

LAYOUT ARTIST

Position or Free Lance

Illustration roughs and completed comprehensive layout; New York man, long creative 4A agencies' experience originating prominent national advertising; go anywhere. Box 736, Printers' Ink.

SALES-ADVERTISING EXECUTIVE

Experienced in the fundamental principles of merchandising. Successful organization and production work covering staples and specialties through jobber, retailer and consumer. Export, branch management. Box 740, Printers' Ink.

Good Humored Copy Without Foolish Twaddle

This man's copy is composed of something better than wordy blah-blah and frothy flapdoodle. His business messages sparkle with life, interest, sincerity and good humor. Experienced advertising manager and direct-mail specialist. Whole or part time. Box 742, P. I.

PRODUCTION—Junior Account Executive: Thorough knowledge production, typographical layout, contact; working knowledge copy, art, sales. Five years' experience. Christian. 24. Box 739, P. I.

Advertising—Sales Manager—Open for position at once. Knows merchandising. Not a "high pressure" man—uses conservative business judgment based on proper analysis, then careful preparation and ability to carry through. Salary \$6,000 minimum. Box 747, Printers' Ink.

SECRETARY AND COPY WRITER

Young lady, 22, forceful writer; 6 years' secretarial, advertising experience; thorough understanding of layout and merchandising, desires connection in copy or research department, or secretary to advertising manager. Now free-lancing. References. Moderate salary. Box 738, P. I.

Connection Wanted

by young man with over two years' advertising and sales promotion experience. He has produced good results, and will prove an asset to firm requiring an idea and copy man with layout and production ability. Box 729, Printers' Ink.

ADVERTISING EXECUTIVE

with 15 years' experience desires new connections. Possesses agency and trade-paper training, and several years with large manufacturers. Plans and executes complete campaigns that produce noteworthy results. 39 years young, married. Highest credentials. Address: Elco Press, 54 Clinton St., Newark, N. J.

COMMERCIAL RESEARCH MAN AVAILABLE

Five years' government and advertising agency experience, both foreign and domestic markets, chiefly on food products. My work has been uncovering and interpreting of facts upon which to judge markets and build merchandising and advertising plans. Box 733, Printers' Ink, Chicago Office.

A SALES PRODUCER

—who can write original copy, letters, direct mail, etc., as well as sell in person, if or when required. Experienced. Original, ambitious, enthusiastic. Age 40, married, of pleasing personality. Protestant. Seek connection for future advancement, with progressive printer, agency, publisher or manufacturer. New York or elsewhere. Salary secondary to opportunity. Box 743, Printers' Ink.

Advertising — Merchandising Sales Promotion — Selling

Advertising executive, age 29, experienced all phases national and retail advertising, merchandising, sales promotion selling—desires association with local headquarters of national advertiser. Unusual experience with retailers, jobbers and their sales organizations. Now advertising manager for prominent manufacturer with national distribution and factory chain stores. Has university education, fundamental business background, proven ability to produce results and sufficient experience and energy to plan and execute retail and national sales and advertising campaigns. Present earning \$5,700. Box 711, Printers' Ink.

Table of Contents

What Should the Salesman Know about His Product?	
H. G. KENAGY, Director of Training, Armour and Company.....	3
Mr. Moskovics of Stutz on the Advertising of Speed	
F. E. MOSKOVICS, President, Stutz Motor Car Company.....	10
I Agree with George Eastman	
AMOS BRADBURY	17
Odd Prices and Their Effect on Sales.....	25
Do Any of Your Salesmen Make These Mistakes?	
HORACE W. FOSTER, Advertising Manager, N. Y. Title and Mortgage Co.	33
New Distribution Developments in Canada	41
Retail Turnover: What It Means and How to Figure It.....	49
When Research Kicks Out Tradition	
ROY DICKINSON	57
Our National Economic Menace—the Fake Stock Salesman	
E. H. H. SIMMONS, President, New York Stock Exchange.....	69
On the Frontiers of Advertising	
HARRY MERRILL HITCHCOCK	78
When Sales Arguments Are in the Way	
B. F. BERFIELD	89
Putting More Life into Life Insurance Advertising	
JAMES A. WHITMORE, Agency Manager, Phoenix Mutual Life Insurance Company of Hartford	97
Litigation on "4711" Trade-Mark Involves Secret Formula.....	107
Can Advertisers Be Made to Pay Twice for Space?.....	113
When the Dealer Thinks More of Sales Than Profits	
PAUL GREEN, Advertising Manager, The Kingsley-Miller Company.....	125
Taking a Product Out of the Strictly Christmas Class	
E. R. BRECK, Treasurer, Daniel Green Felt Shoe Company.....	133
These Industrial Salesmen Are Asked to Develop Mail Orders	
H. T. POTTER, Vice-President, The Wyoming Shovel Works.....	141
Financial Advertisers Call on Other Industries for Ideas.....	144
Don't Let the Name Plate Shout Too Loudly	
BY A COMMERCIAL ART MANAGER.....	148
Good Salesmen Can Be Found Most Anywhere	
A. H. DEUTE	156
How Maxwell House Hooks Its Advertising to Sales Potentials	
HENRY T. STANTON, Vice-President, J. Walter Thompson Company.....	165
Successful Retailers Handle Advertised Brands.....	177
Editorials	186
No "Mystery" in Research—No Room for the Whiner—Not by Price Alone—Modernizing Old Homes.	
The Little Schoolmaster's Classroom	192

Does he know what to say
first~
and second~
and then what ?



Lighted pictures of the right kind will show each salesman every step in the sale as you want it made.

Jam Handy Picture Service trains men regularly at every dealer's store alike, according to lighted patterns approved by you. It is easy for any dealer or representative to conduct successful meetings, making all the points clear and showing your story in a way that gets understanding. This method is a proven means of sending information to the field in picture form. Jam Handy Picture Service can reach 100% of your selling force, with sales promotion and instruction pictured to fix your points clearly in every mind.

We are organized to give whole-hearted assistance to progressive companies that wish to train salesmen by a simple, easy method that saves expense. Ten years' experience in preparing picture material for training purposes has highly developed the skill of this organization in producing lighted pictures of high quality and exceptional effectiveness.

Every picture we have ever produced has helped accomplish the buyer's purpose. Over 150,000 meetings have been held successfully with Jam Handy Picture Service and with our field co-operation, throughout the United States.

Jam Handy Picture Service

Newspapers' Film Corp'n
217 West Illinois Street, Chicago

Still and Motion Pictures—Animated Drawings—Screens—Slides
New York, 420 Lexington Avenue—Dayton, 557 Reibold Bldg.—
Detroit, General Motors Building—Regional Sales and
Service at Principal Points Throughout the United States

SUPREME IN CHICAGO

FIRST IN ADVERTISING - FIRST IN CIRCULATION

"But the cost of Sunday Tribune advertising is 7% less than in 1913"

EVERYTHING that goes into the manufacture of a newspaper has increased in cost since 1913.* And everything that can be done to make advertising in The Chicago Tribune more effective has been done, or is being done. Progress in 14 years has exceeded all dreams.

Reason enough for increased cost of space! Yet the advertiser pays less to reach a Tribune family today than he did in 1913.

Anthracite coal costs more than twice as much as it did in 1913. So does brick. Lumber costs nearly twice as much; and all commodities taken together nearly a third more than in 1913. But the cost per reader of Sunday Tribune advertising is 7% less than it was 14 years ago. The milline rate of the daily Tribune is six-tenths of one per cent higher than it was in 1913.

	Index Numbers of Wholesale Prices of Commodities (1913 = 100.0)	Purchasing Power of 1913 Dollar in July, 1927 (cents)
All Commodities...	144.6	69.2
Grains	153.1	65.3
Cotton Goods	156.3	64.0
Anthracite Coal.....	218.3	45.8
Iron and Steel.....	120.3	77.4
Lumber	174.2	57.4
Brick	205.0	48.6
Leather	157.2	63.6
Paper and Pulp....	152.3	65.7
July 1927 Index		
Daily Tribune.....	100.6	99.4
Sunday Tribune....	93.	107.5

What other commodity is being sold for less today than in 1913?

Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

Circulation: 769,645 Daily; 1,090,215 Sunday

* 1913 is the base from which the U. S. Department of Labor makes its comparisons of commodity costs.